DOCUMENT RESUME

ED 155 364 CE 016 593

| | |
|---|---|
| TITLE | Employee Training in the Federal Service, Fiscal Years 1974, 1975, and 1976. |
| INSTITUTION | Civil Service Commission, Washington, D.C. Bureau of Training. |
| REPORT NO | Pam-T-7 |
| PUB DATE | Sep 77 |
| NOTE | 151p.; Not available in hard copy due to reproducibility problems |
| AVAILABLE FROM | Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402 (Stock Number 006-000-01044-0) |
| EDRS PRICE | MF-$0.83 Plus Postage. EC Not Available from EDRS. |
| DESCRIPTORS | Demography; Educational Objectives; Employment Level; *Equal Education; Federal Government; *Government Employees; Income; Inservice Programs; *Job Training; *Participant Characteristics; Program Costs; Program Descriptions; Program Length; Staff Improvement; *Tables (Data) |
| IDENTIFIERS | United States |

ABSTRACT

This document provides information on training provided to federal employees in approximately sixty departments and agencies during fiscal years 1974-1976. The report was developed to provide federal executives and managers with information for purposes of comparisons and future planning. Following brief introductory and summary sections, this report is presented in three parts. Part 1 summarizes statistical data about duration, cost, and instances of training provided, particularly short-term training. In addition to tables and graphs, the data is presented in the form of indexes which compare the training provided to employees in different years, agencies, and subgroups of the total government work force. Part 2 briefly covers some examples of the training activities of various agencies, including upward mobility training programs, executive development programs, training centers, and cost-effectiveness efforts. Part 3, comprising two-thirds of this report, contains the appendixes which include a glossary, agency abbreviations, fifty-four tables of data on government-wide and agency training activities, a graphical summary of agency training performance, an index of training equity, and brief discussions on the data sources and derivation of the equity index. (EM)

**********
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
**********

Bureau of Training

ED155364

CE

# EMPLOYEE TRAINING

## IN THE

# FEDERAL SERVICE

## FISCAL YEARS 1974, 1975, AND 1976

## PAMPHLET T-7 SEPTEMBER 1977

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION

THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL NATIONAL INSTITUTE OF EDUCATION POSITION OR POLICY

CE 016 593

# Foreword

*This report,* Employee Training in the Federal Service, *covers Fiscal Years 1974, 1975, and 1976. It presents information on training provided to employees of approximately 60 Federal departments and agencies. Included are all persons covered under chapter 41 of title 5, United States Code. Information is displayed by categories such as pay system, sex, salary level, and designated minority groups. Narrative accounts supplement the information in statistical tables and highlight agency training activities.*

*One purpose of this document is to meet the requirement to report to the President and the Congress on matters regarding Government employees training. A second purpose is to provide Federal executives and managers with the best information available about Federal training for the purposes of comparison and future planning. A third purpose is to summarize for the general user essential information about Government-wide training.*

*To these ends, the report focuses on the total Government training effort but also provides agency-by-agency presentations where such presentations are useful. The reports offers a comprehensive series of tables, charts, and graphs along with narrative interpretation.*

*For the first time in Fiscal Year 1974, information for the report was assembled using modern automated data collection methods. The sophistication they represent allows for considerable improvement in the analysis of training.*

*The Bureau of Training, U.S. Civil Service Commission expresses its sincere appreciation to those whose cooperation and help made this report possible.*

Richard C. McCullough

*Richard C. McCullough*
*Acting Director*
*Bureau of Training*

# Contents


| Part | | Page |
|---|---|---|
| | Introduction | 1 |
| | Summary | 5 |
| I | Analysis of Training Activities | 11 |
| | Short-Term Training | 13 |
| | Duration and Cost of Short-Term Training | 13 |
| | Instances of Short-Term Training | 14 |
| | Training Participation by Source | 14 |
| | Training Participation by Pay System and Grade Group, Including Index of Training Equity | 17 |
| | Total Training Expenditures, Including Long-Term Training | 26 |
| II | The Training Period in Review | 31 |
| | Equal Employment Opportunity and Upward Mobility Training | 33 |
| | Executive Development | 34 |
| | New Agency Training Facilities | 35 |
| | Savings in Training Costs | 35 |
| III | Appendices | 37 |
| | A. Glossary | 39 |
| | B. Agency Abbreviations | 45 |
| | C. List of Tables (for Tables in Appendix D) | 49 |
| | D. Government-Wide and Agency Training Activities (Tables) | 55 |
| | Duration of Training | 57 |
| | Cost of Training | 68 |
| | Instances of Training | 86 |
| | E. Graphical Summary of Agency Training Performance | 111 |
| | F. Technical Section (a presentation on how the system works and the formula used to derive the Equity Index) | 131 |

# Introduction

## Purpose

*Employee Training in the Federal Service* is a congressionally mandated annual training report which serves as the central source of statistical and general trend information and analysis regarding Federal training activities. The report is designed for use by officials of both the Executive and Legislative Branches who have a need for data regarding Federal training activities, developments, and trends.

The primary function of this document is to provide the Federal executive level managers with data and trend information which will allow them to ask the right training questions of their training officers and draw comparative inferences about their training in relationship with training being conducted in other Federal agencies and the Federal Government as a whole. It is not intended as a document which will directly benefit the agency training officer nor will it be useful as an internal control instrument. The reason for this is simply that it does not report data at the micro level. It is intended to be used in guiding and controlling training by the highest levels of Government. Highly detailed data suitable for micro analysis is collected and maintained by the Commission for its own use. This data is available from the Commission for use by researchers and other interested persons. Single copies of these massively detailed reports are submitted to the Congress, the Office of Management and Budget, and the General Accounting Office. Those portions of the reports dealing with individual agencies are provided appropriate agency training officials.

## Information in the Report

Since 1974 the Commission has maintained the training information it collects in an automated "Training File." There are nine training data "representations" in the Training File. These identify the "*purpose, type* and *source* of training; whether *direct* or *indirect* costs are involved for training; whether the training was given during *normal working hours* or hours *off-duty;* the date the training was *completed;* and whether the training was in support of some *special interest program,*"[1] such as Executive Development.

[1] A full list of data representations is provided in the Federal Personnel Manual Letter No. 296–17.

By collecting these nine data representations, the Commission is trying to answer the Why, What, Where, When, and How Much questions about training. Each of these primary data representations has been subdivided into data elements. This subdivision allows us to specify in greater detail the purpose, type, and source of training.

- **Purpose of Training**

  The first data representation, *purpose* of training, has been subdivided into nine data elements. These data elements have been selected to answer the "Why" question. For example, if social workers are trained to acquaint them with new procedures resulting from new regulations that affect the eligibility for welfare benefits, the purpose of the training would be identified as "change in mission." Or, if typists were being trained in stenography, or lab assistants were being given technical training, this would be identified as "future staffing needs."

  There might be cases when the training could be identified with more than one of these purposes. In such cases, the principal reason that the training is being given should be the one identified, because it reflects management's decision regarding the employee's need for training.

- **Type of Training**

  In order to answer the "What" question about the *type* of training, the data representation has also been subdivided into nine data elements. These indicate the principal subject matter area and emphasis of the training provided. It is important to recognize that these data elements categorize the subject matter of the training given, and *not* the position of the person trained.

  For example, a person who has an engineering position may be sent for training in air traffic control because he/she needs this specialty training for a special assignment. The type of training, in this case, would be identified as "specialty and technical" rather than "legal, medical, scientific, or engineering."

- **Source of Training**

The third data representation, *source* of training, answers "Where" the training was given or who gave it. The source of training is a general categorization of training in terms of the purveyor and/or the means by which such training was provided. It indicates whether the activity that provided the training is Government, or non-Government. If it is given by a Federal agency for its own employees, it is identified as "internal"; if given by an agency other than the one to which an employee is currently assigned, it is "inter-agency." These data elements represent Government sources of training.

The non-Government data elements (sources) are: "developed," "off-the-shelf," and "State and local government agency." These identify whether the training was designed for an agency to meet some unique training requirement, or offered by a person or other entity as a standard educational experience, or if given by a State or local government agency.

- **Cost of Training**

The cost, or the total dollar amount assigned to account for the expenses associated with an instance of training, is subdivided into "direct" and "indirect" costs.

—Direct costs for internal training include the cost of books, supplies, and materials directly associated with each instance of training. For training from external sources, this data element includes the dollar amounts paid for tuition, laboratory or library fees, etc. for each instance of training. Note that the salary for the employee during training is not included in this data element. If this information is required, it can be obtained from the employee's master record in the Central Personnel Data File (CPDF) maintained by the Commission.

—Indirect costs cover transportation, lodging and subsistence in connection with the training.

- **Duration of Training**

This data representation is defined as the number of hours spent by an employee in each instance of training. An instance of training is any planned course of instruction of eight hours or more. The data is collected for both on-duty and off-duty hours.

- **Completion Date of Training**

The completion date is reported by the year, month, and day.

- **Special Interest Programs**

Finally, the special interest program data representation is used to track particular training programs. Executive Development and Supervisory Training are the only special interest programs in the system at present.

## Organization of the Report

This report is presented in three parts.

**Part I** summarizes statistical data about duration, cost, and instances of the training which was provided to Federal employees in Fiscal Years 1974, 1975, and 1976.

In addition to customary tables and graphs, this report presents data in the form of indices. The indices are comparisons of the training provided to employees in different years, in different agencies, and in different subgroups of the total Government work force.

**Part II** contains narrative glimpses of representative agency training activities. The narratives discuss the upward mobility training programs, executive development programs, training centers, and cost-effectiveness efforts of various agencies.

**Part III** concludes the report with six appendices:

(A) a glossary of terms;
(B) a list of agency abbreviations;
(C) a list of tables;
(D) a compilation of tabular displays covering the duration, cost, and instances of short-term training;
(E) a graphical summary of agency-by-agency training performance; and
(F) an explanation of the derivation of the data in this report.

Statistical tables have been arranged in a format going from broad coverage to more specific coverage in Appendix D. This Appendix provides for three broad groups of information:

(1) duration of training;
(2) cost of training; and
(3) instances of training.

Each group of tables opens with an agency presentation, followed by additional tables that expand upon each theme. These are displayed by either pay system, minority group designation, and sex; or all three.

## Special Features

This report summarizes training information for three Fiscal Years: 1974, 1975, and 1976. Future reports will maintain the same format, that is, data will be presented covering the most recent fiscal year and the two preceding years. This will be done to

provide users with readily available information on possible trends in employee training.

Training reported for FY 74 showed an abrupt and unexplained discontinuity with previous data. The totals were much smaller than before. By FY 76, totals and trend indications were back in line with FY 73. The most logical explanation that can be derived is that unfamiliarity with a new reporting system caused a substantial amount of training to go unreported.

Considering the foregoing, trend analyses in the report are based on FY 73 and FY 76 data unless specifically noted to the contrary.

The level of detail available through an automated system has made it possible to include analyses not previously feasible, e.g., the Training Equity Index. However, we believe that we have barely scratched the surface of a treasure trove of useful information. We plan an expanded section of analytic material in future reports. We encourage users of the report to add their suggestions to our list of things to be included (excluded) in the future.

## SUMMARY

### EXPENDITURES BY SOURCE OF TRAINING

**Figure 1** THE TRAINING DOLLAR
Fiscal Year 1974 ★

*WHERE IT WENT*
*(Source of training)*

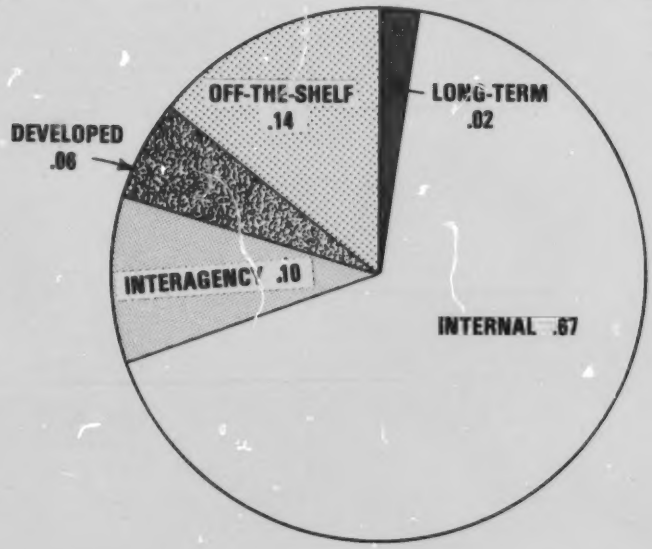
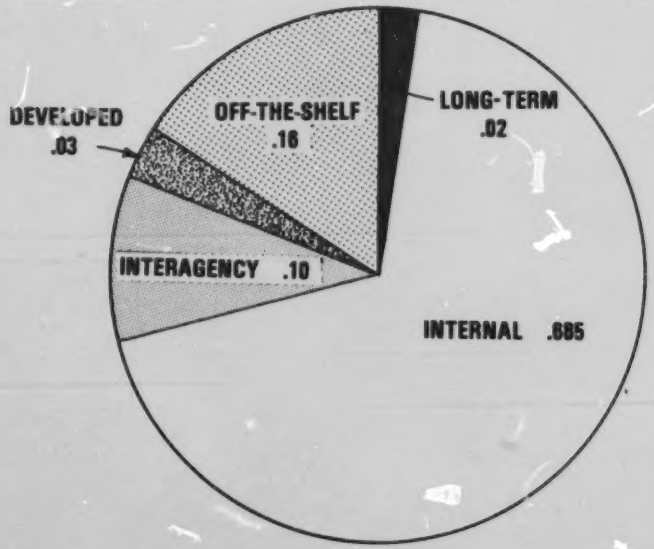



**Figure 2** THE TRAINING DOLLAR
Fiscal Year 1975 ★

*WHERE IT WENT*
*(Source of training)*




★ Foot notes on the following page

Figure 3 EXPENDITURES BY SOURCE OF TRAINING

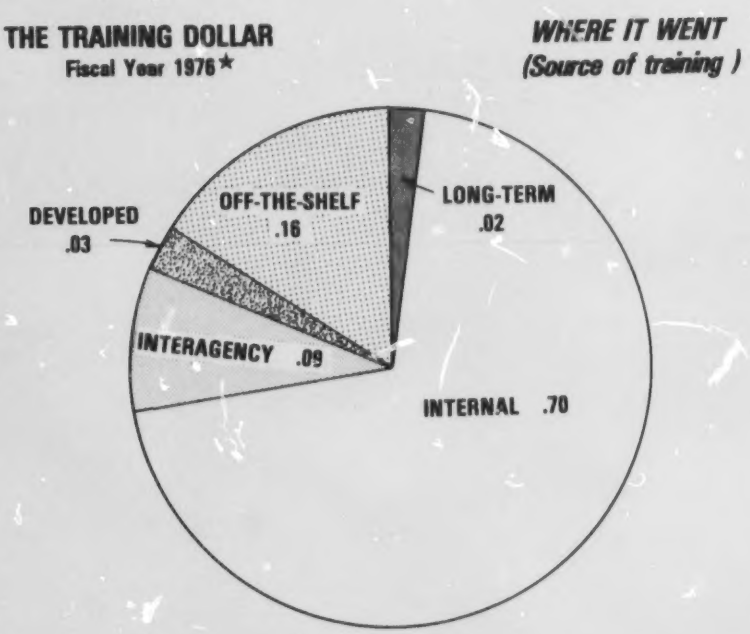
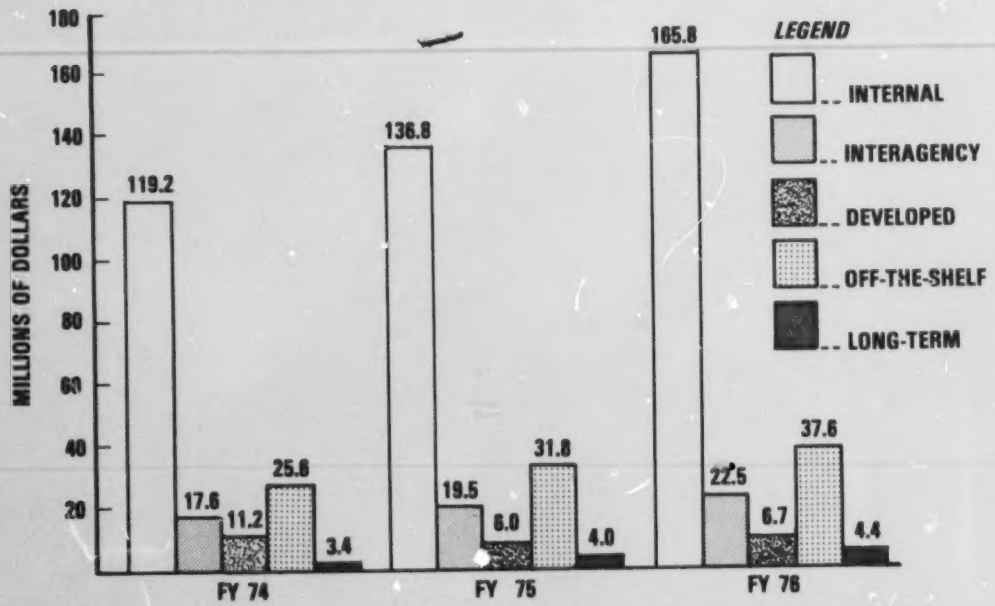



Figure 4

EXPENDITURES BY SOURCE OF TRAINING
FY 74, FY 75 and FY 76




★ Non-government, State and local source of training accounted for less than 1% of total expenditures, and therefore is not represented in the above charts.

# Summary

*The volume of training declined slightly between 1973 and 1976, but the costs of training rose. In both 1973 and 1976 there were approximately 960 thousand instances of training. The average duration of these instances fell from 47 hours per instance in 1973 to 43 hours per instance in 1976. Between 1973 and 1976 total training costs increased 8% more than the monetary inflation rate.*

Federal agencies reported as shown in table below.

- **Instances of Training**

  The number of instances of training reported in FY 76 is very nearly the same number as reported in FY 73. Reported instances of short-term training fell in FY 74 and FY 75 to the lowest numbers recorded since 1967. We assume the shortfall was a result of difficulties with the new reporting system. Instances of long-term training, which are reported independently, continued to decline steadily from 1,404 instances in FY 73 to 970 in FY 76.

- **Duration of Training**

  Hours spent in training showed a decline between FY 73 and FY 76, from 44,871,508 in FY 73 to 41,337,162 in FY 76, a decrease of 7.88%.

  —The length of the average training program decreased as it had been doing before the period covered by this report. Course length decreased from 47 hours in FY 73 to 43 hours in FY 76. There also exists a corresponding decrease in total hours expended. FY 73 showed 44.9 million hours expended; in FY 76, 41.3 million hours were expended, a decrease of 3.6 million hours. Yet, the total instances of training reflect minor differences between the two Fiscal Years: FY 73, 958.6 thousand instances; FY 76, 958.3 thousand instances, a difference of less than one tenth of 1%.

  —*Federal employees, taken as a group, spent less than 1% of their total potentially available hours[1] in training.*

- **Cost of Training**

  Reported expenditures for training in FY 73 were $174.4 million. Reported expenditures in FY 76 were $237.5 million, up approximately 36.2%. This increase is attributed to: (1) substantial growth in the size and salaries of agency training staffs; and (2) increased price of the other goods and services. During the same time period the Consumer Price Index rose 28.2%.

  The number of full-time instructors and part-time personnel increased significantly between FY 73 and FY 76. Instructors increased from 2,403 to 2,744, up by 14.19% with an accompanying salary increase of approximately 17.2 million dollars, or 43.46 percent. Total years for part-time personnel went from 1,170 to

[1] This is defined as 2080 hours per year per person for converting training hours to staff-hours or staff-years.

| | All sources | | |
|---|---|---|---|
| Fiscal year | Instances [1] (in thousands) | Duration [2] (in millions) | Cost [3] (in millions) |
| 1973 | 958.6 | 44.9 | 174.4 |
| 1974 | 733.3 | 35.2 | 177.6 |
| 1975 | 864.4 | 39.0 | 199.3 |
| 1976 | 958.3 | 41.3 | 237.5 |

[1] An instance of training is any planned course of instruction of eight hours or more.
[2] Duration is the number of hours spent by employees in each instance of training.
[3] Cost is the total dollar amount assigned (charged, debited, apportioned, expensed, allocated, etc.) to account for training expenses.

## AGENCY TRAINING EXPENDITURES BY SOURCE OF TRAINING: AVERAGE COST PER INSTANCE AND PER HOUR, FY 76

| Source | Instances | Total expenditures (in millions) | Average cost per instance | Percent change in average cost per instance FY 73–76 | Duration in hours (in millions) | Average cost per hour | Percent change in average cost per hour FY 73–76 |
|---|---|---|---|---|---|---|---|
| ALL SOURCES ----- | 958,297 [1] | 237.5 [2] | $247.84 | 36.24 | 41.3 | $5.75 | 51.72 |
| Government: Internal -- | 612,380 | 165.8 [3] | $270.71 | 51.45 | 27.2 | $6.10 | 62.67 |
| Government: Interagency- | 120,789 | 22.5 | $185.93 | 18.31 | 4.5 | $5.05 | 16.09 |
| Non-Government: Short-Term --------- | 223,770 | 44.7 | $200.34 | 7.57 | 8.2 | $5.44 | 13.81 |
| Non-Government: Long-Term --------- | 970 | 4.4 | $4,505.93 | 56.53 | 1.4 | $3.03 | 48.53 |

[1] Total includes 388 instances of short-term training unspecified as to source.
[2] Total includes .06 million dollars for short-term training unspecified as to source.
[3] This amount includes $85,609,161 in salaries of agency training staffs assigned to conduct internal training activities.

1,807, an increase of 51.11 percent. Salaries increased for these personnel by 103.54 percent, up from $14.2 million in FY 73 to $29.0 million in FY 76.

In FY 73, the average cost per hour of training Government-wide was $3.79. In FY 76, the average cost per hour was $5.75, an increase of approximately 51.72%. The majority of this increase occurred between FY 73 and FY 74.

The section "Analysis of Training Activities" explores the above developments in some detail, dealing consecutively with the duration, cost, and instances of training. These analyses provide for: source, type, and purpose of training; by pay system, minority group, and the sex of the participants. Because short-term training represents the preponderance of training, the analyses will focus in that direction.

# Analysis of Training Activities

Agencies report training provided their employees by four sources: Government-Internal (training conducted by the agency for its own employees); Government-Interagency (training conducted by other agencies); Non-Government Short-Term (training conducted by non-Government sources where the total amount of time spent in training does not exceed the equivalent of 120 eight-hour days); and Non-Government Long-Term (training provided by non-Government sources in excess of 120 eight-hour days).

The discussion of short-term training starts with a simple description of the purposes for which training was sought and the types of training that were provided.

The largest portion of the discussion of short-term training describes the recipients of training by grade, sex, and minority group designation. This portion indicates that training was given disproportionately to white or Oriental males in the middle grades.

The discussion of short-term training ends with a presentation on the Index of Training Equity.

The analysis concludes with a brief discussion, including long-term training, of the cost of training and the components of those costs, in addition to time spent in training or duration of training. This general discussion shows the overall increase in training costs and associates these costs with the providers or sources of training. This relation shows that the primary cost increases from FY 73 to FY 76 occurred in training the agencies provided for their own employees.

As indicated above, the first portions of the "Analysis of Training Activities" deal with short-term training only. The numbers cited in these portions will, therefore, frequently be different from those given in the "Summary" of the report.

On the other hand, the portion of the analysis that begins with "Total Training Expenditures, Including Long-Term Training" cites numbers that should be in agreement with the numbers contained in the "Summary."

## Short-Term Training

### Duration and Cost of Short-Term Training

The duration of training decreased by 6.99% from FY 73 to FY 76, dropping from 42,894,523 hours to 39,895,178 hours.

The non-salary cost of short-term training, however, increased substantially during the same period, up from $96,432,391 in FY 73 to $147,522,469 in FY 76, an increase of 52.98%. During the same time period the Consumer Price Index rose 28.2%.

The average duration of course sessions by source of training is reflected in Table A below. A discussion of duration and cost follows.

TABLE A: AVERAGE COURSE LENGTH OF SHORT-TERM TRAINING IN HOURS BY SOURCE OF TRAINING AND SEX, FY 73–76

| Source | FY 73 | | | FY 76 | | | Percent change between FY 73–76 | | |
|---|---|---|---|---|---|---|---|---|---|
| | Total | Men | Women | Total | Men | Women | Total | Men | Women |
| TOTAL | 47 | 51 | 36 | 42 | 45 | 35 | −10.64 | −11.76 | −2.78 |
| Government: Internal | 48 | 53 | 36 | 44 | 48 | 37 | −8.33 | −9.43 | 2.78 |
| Government: Interagency | 36 | 38 | 31 | 37 | 40 | 32 | 2.78 | 5.26 | 3.23 |
| Non-Government: Short-Term | 39 | 40 | 36 | 37 | 38 | 34 | −5.13 | −5.00 | −5.56 |

- **Training by Purpose**
  - –Improving performance is the reason given in the vast majority of cases for having employees undergo training. In FY 76, the Federal Government spent $80 million, or approximately one half of its short-term training expenditures, for improving employee performance. For all agencies, 20,058,053 training hours were attributed to this purpose. The next largest category, in terms of duration, was for future staffing needs, which used 5,236,146 hours.
  - –Training to develop unavailable skills, which was mostly concentrated within a few agencies, had the highest cost per instance, $617, of any purpose distinguished here. This represents instruction to develop needed skills in Government employees where employees with the required skills cannot be recruited from outside the Government. The average cost per instance for all short-term training was $154. Thus, while it ranked only seventh in number of participants among the nine purposes for total instances in FY 76, unavailable skills training was second in terms of expenditures, with 14.43% of the total.

- **Training by Type**
  - –Volume
    Over half of the 39,895,178 hours of training in FY 76 were spent on the three most common types of training: 14,432,628 hours in specialty/technical training, 5,053,492 hours on legal, medical, scientific, and engineering training, and 5,492,077 hours on administration/analysis training.
  - –Cost
    Specialty/technical training accounted for 42% of the training dollar, or $61.3 million, in FY 76. Another $23.9 million, or 16%, was spent for legal, medical, scientific, and engineering training; and administration/analysis training accounted for 14% of the training dollar, or $21.3 million.
  - –Special Interest
    Executive/management training increased from 2,242,478 hours in FY 75 to 2,420,236 hours in FY 76, or by 8%. The average cost per instance for this type of training was $249, which was 62% higher than the overall average of $154 per instance.
  - –Growth
    Hours spent in orientation increased by 21%, going from 1,533,615 hours in FY 75 to 1,860,380 hours in FY 76. Trades/crafts training had the fastest growing costs from FY 75 to FY 76. They increased by 46%.

- **Trainee by Sex**
  - –During FY 76, 81% of the short-term non-salary expenditures were for the training of men, and 19% for the training of women. Women, however, represented 35% of the training population in FY 76. Training expenditures for women increased by 19.5% from FY 75 to FY 76, a slightly higher rate of increase than for men (17.7%). The average expenditure per instance was $185.88 for men and $88.47 for women.

- **Trainee by Pay System and Grade Group**
  - –In FY 76, 92% or $135.2 million of the expenditures for short-term training was spent to train employees in the General Schedule pay system; fully 42% of the expenditures for employees of all pay systems was made for employees in the grade group GS–9 through GS–12. The grades GS–9 through GS–12 encompassed 22% of the potential trainee population.
  - –Approximately 5%, or $8.3 million was spent on Wage System employees. Wage System employees made up 21% of the Federal employee population. Within this group Wage Supervisors, 10% of the Wage System, received training costing 18% of all Wage System training costs.

## Instances of Short-Term Training

In FY 76, Defense agencies accounted for 47.44% of all short-term training. For the same year, seven non-Defense agencies accounted for 40.82% of the short-term training as shown in Table B.

## Training Participation by Source

Only three sources of short-term training will be used in this discussion: Government-Internal; Government-Interagency; and Non-Government Short-Term. In the current reporting structure the Non-Government Short-Term source, a single category in prior years, is subdivided into "developed," "off-the-shelf," and "State and local." Comparisons cannot be made with FY 73 along these lines.

The format used for this analysis is: (1) cost of training participation; (2) instances of training participation; and (3) duration of training participation. Purpose of training and type of training will also be covered.

TABLE B: INSTANCES OF TRAINING FOR DEFENSE AND SELECTED AGENCIES, FY 1976

| Agency | Instances | Percent of total |
|---|---|---|
| TOTAL | 957,327 | 100.00 |
| TOTAL DEFENSE | 454,127 | 47.44 |
| Air Force | 142,110 | 14.84 |
| Army | 151,088 | 15.78 |
| Navy | 130,141 | 13.59 |
| Other Defense | 30,788 | 3.22 |
| TOTAL NON-DEFENSE (7 agencies) | 390,801 | 40.82 |
| Agriculture | 81,295 | 8.49 |
| Veterans Administration | 76,996 | 8.04 |
| Treasury | 71,334 | 7.45 |
| Health, Education, and Welfare | 50,229 | 5.24 |
| Transportation | 41,410 | 4.33 |
| Interior | 39,981 | 4.18 |
| Justice | 29,556 | 3.09 |

Training participation cost, instances, and duration will be compared with FY 73. Because comparable data do not exist, purpose and type of training cannot be compared with FY 73.

Tables C, D, and E form the background information for the following discussion. Other data tables covering short-term training, Government-wide, are contained in Appendix D of this report.

- **Government: Internal**

—Internal training cost $165.8 million in FY 76. This amount is 71.13% of the $233.1 million spent on short-term training. Costs increased between FY 73 and FY 76 by $44.6 million, or 36.8%. Expanded agency training staffs accounted for over 25% of the increase.

In FY 73, the cost of internal training was $121.2 million, or 71.13% of the $170.4 million total. Direct costs were $85.2 million, or 70.28%, and indirect costs were $36.0 million, or 29.72%.

In FY 76, direct costs amounted to $101.9 million, or 61.43%, and indirect costs amounted to $63.9 million, or 38.57% of the total for internal training.

—Instances of internal training decreased from FY 73 to FY 76 from 677,840 to 612,380, a decrease of 65,460, or 9.66%.

—The average cost per internal instance (per

TABLE C: COST OF SHORT-TERM TRAINING BY SOURCE, FY 76

| Source | Total expenditures FY 76 (000,000) | Percent change between FY 74–75 | Percent change between FY 75–76 | Percent change between FY 73–76 |
|---|---|---|---|---|
| ALL SOURCES | 233.1 [1] | 12.13 | 19.35 | 36.80 |
| Government: Internal | 165.8 [2] | 14.75 | 21.18 | 36.80 |
| Government: Interagency | 22.5 | 10.82 | 15.12 | 46.10 |
| Non-Government: Short-Term | 44.7 | 4.19 | 15.48 | 32.25 |

[1] Total includes $63,555 unspecified by source.
[2] Amount includes $85,609,161 in salaries of agency training staffs assigned to conduct internal training activities. This amount does not include the salaries of persons trained.

TABLE D: INSTANCES OF SHORT-TERM TRAINING BY SOURCE, FY 76

| Source | Total instances FY 76 | Percent change between FY 74–75 | Percent change between FY 75–76 | Percent change between FY 73–76 |
|---|---|---|---|---|
| ALL SOURCES | 957,327 [1] | 17.91 | 10.88 | 0.01 |
| Government: Internal | 612,380 | 21.08 | 10.49 | −9.66 |
| Government: Interagency | 120,789 | 6.30 | 12.02 | 23.55 |
| Non-Government: Short-Term | 223,770 | 16.26 | 11.56 | 23.21 |

[1] Total includes 388 instances of short-term training unspecified as to source.

TABLE E: DURATION OF SHORT-TERM TRAINING, FY 76

| Source | Total hours FY 76 (000,000) | Percent change between FY 74–75 | Percent change between FY 75–76 | Percent change between FY 73–76 |
|---|---|---|---|---|
| ALL SOURCES | 39.9 | 11.42 | 6.36 | −7.27 |
| Government: Internal | 27.2 | 11.54 | 5.60 | −18.38 |
| Government: Interagency | 4.5 | 3.82 | 11.69 | 28.57 |
| Non-Government: Short-Term | 8.2 | 14.32 | 6.32 | 15.49 |

person trained) was $271 in FY 76. The average cost increased by 51.40%, or $92, over the $179 average in FY 73.

–The average course length was 44 hours per session in FY 76 and 48 hours in FY 73, a decrease of 8.33% per session. The average cost per hour was $6.10 in FY 76 and $3.75 in FY 73, an increase of approximately 62.66%.

–The most widely used purpose (reason) was to improve present performance. This purpose was used in 59.04% of the cases, or 361,539 instances. On the average each instance cost $100 and lasted 31 hours.

–The type (subject matter) most often used was in the specialty/technical field. This type of training accounted for 127,595 instances of training and cost $124 for 36-hour sessions.

- **Government: Interagency**

–This source accounted for $22.5 million, or 9.65% of the total FY 76 training expenditures. Costs also increased for this source of training by $7.1 million, or 46.1%, over the FY 73 total.

In FY 73, the cost of interagency training was $15.4 million, or 9.04% of the $170.4 million total. Direct costs were $10.7 million, or 69.33%, and indirect costs were $4.7 million, or 30.67%.

In FY 76, direct costs amounted to $12.7 million, or 56.49%, and indirect costs amounted to $9.8 million, or 43.51% of the total for interagency training.

–Instances of training for this source were 120,789, or 12.62%, up by 23,029 instances, or 23.55%, over FY 73.

In FY 73, instances of training were 10.21% of the total.

The average cost per instance of training in FY 76 increased over FY 73 by $29, or 18.47%, from $157 per instance to $186 per instance.

–Average course lengths were 36 hours per session for FY 76 and FY 73. However, the average cost per hour in FY 76 increased by $0.70, or 16.09%, over FY 73, up from $4.35 per hour to $5.05 per hour.

–To improve present performance, again, was the purpose cited most often. Training given for this purpose amounted to 89,158 instances, or 73.81%, cost $175 per instance and had an average duration of 35 hours per session.

–Training in administration and analysis accounted for 23,001 instances, or 19.04% of the total. Each instance, on the average, cost $179 and averaged 32 hours per session.

–The majority of interagency training was conducted by the U.S. Civil Service Commission.

- **Non-Government: Short-Term**

—Non-Government training accounted for $44.7 million, or 19.18% of total short-term expenditures in FY 76. Costs increased by $10.9 million over FY 73, up 32.25%.

In FY 73, the cost of non-Government training was $33.8 million, or 19.83% of the total short-term costs. Direct costs were $24.1 million, or 71.39%, and indirect costs were $9.7 million, or 28.61%.

In FY 76, direct costs were $27.9 million, or 62.14%, and indirect costs were $16.9 million, or 37.86%.

—This source provided 223,770 instances of training in FY 76, up by 42,157, or 23.21%, over FY 73. The average cost per instance also increased over FY 73, from $186 per instance to $200. It rose by approximately $14, or 7.57%.

—The average course length showed a decline in FY 76, down from 39 hours per session in FY 73 to 36.8 hours in FY 76. The average cost per hour, however, increased in FY 76 by 13.81%. It went from $4.78 per hour in FY 73 to $5.44 per hour in FY 76.

**Developed**

—To improve present performance was the purpose most used for training justification. This purpose accounted for 29,315 instances, 69.36% of the total number of instances from this source. Non-Government developed training to improve present performance cost $133 per instance and lasted 29 hours per session.

Speciality/technical training constituted the major type of training from this source. This type of training accounted for 8,100 instances, or 19.16% of the total. Each instance, on the average, cost $135 and averaged 29 hours per session.

**Off-the-Shelf**

—To improve performance accounted for 121,401 instances, or 68.82% of the total. On the average, each instance cost $195 and lasted 35 hours per session.

Legal/scientific training accounted for 52,579 instances, or 29.81% of the total. An instance cost $222 and had an average course length of 39 hours.

## Training Participation by Pay System and Grade Group

Because of the flux in agency population distribution, gross data on the numbers of employees trained do not present the most accurate picture of the rate of training or of the change of rate. For this reason, this analysis of training by grade group and pay system is, in part, based on the computation of training instance ratios (participation) and duration ratios (hours).

In order to determine the instance ratio for any group of employees, the number of training instances is divided by the population for that group. Thus a group of 100 employees with 50 instances of training would have a ratio of 50%.

Similarly, the duration ratio is determined by dividing the number of on-duty hours expended on training by the total number of hours potentially available for training purposes. This is taken to be 2080 hours per person per year (260 eight-hour days). For example, if the group had one million hours potentially available during the course of a year and spent ten thousand of those hours in training, the duration ratio would be 1%.

For all of short-term training, the instance ratio was 46.3% in FY 76, up from 36.0% in FY 74. The duration ratio climbed slowly but remained less than 1%.

Table F presents these ratios for FY 74 to FY 76.

## Overview

**General Schedule**

Of the 2,066,289 employees in FY 76, 1,454,282 or 70.38% were General Schedule. This group accounted for 82.55% of the 957,327 instances of training in FY 76, with men participating in 52.48% and women in 29.80% of the total. The group received 790,302 instances of training.

As a group, the instance ratio was 54.34% and the duration ratio was 0.94%.

**Wage Systems**

The Wage System had 425,310 employees in FY 76. This was 20.58% of the total population.

The group accounted for 12.64% of total training participation, with men receiving 11.97% and women 0.66% of the total. Wage Systems received 120,965 instances of training.

Instance and duration ratios for the group were 28.44% and 0.44% respectively.

The amount of training provided Wage Supervisors in FY 76 exceeded by far the amount provided to other employees in the Wage System. Wage Supervisors as a group received training on a level above that of the GS 13–15 grade group and just below that of the GS 9–12 grade group.

The instance ratio for Wage Supervisors was 65.23%, and the duration ratio was 0.79%. This

TABLE F: INSTANCE AND DURATION RATIOS * OF SHORT-TERM TRAINING BY PAY SYSTEM AND GRADE GROUPING, FY 74, 75 AND 76

| Pay system | Instance ratio | | | Duration ratio | | |
|---|---|---|---|---|---|---|
| | Fiscal year 1974 | Fiscal year 1975 | Fiscal year 1976 | Fiscal year 1974 | Fiscal year 1975 | Fiscal year 1976 |
| TOTAL ALL PAY SYSTEMS | 36.02 | 41.91 | 46.33 | 0.71 | 0.76 | 0.81 |
| TOTAL GENERAL SCHEDULE OR SIMILIAR | 43.58 | 50.37 | 54.34 | 0.86 | 0.89 | 0.94 |
| GS–1 thru 4 | 23.71 | 30.46 | 32.17 | 0.37 | 0.45 | 0.46 |
| GS–5 thru 8 | 41.33 | 48.77 | 52.97 | 1.01 | 0.99 | 1.05 |
| GS–9 thru 12 | 57.77 | 64.44 | 70.17 | 1.08 | 1.13 | 1.20 |
| GS–13 thru 15 | 55.29 | 60.01 | 61.39 | 0.97 | 0.94 | 0.95 |
| GS–16 thru 18 | 39.96 | 42.36 | 38.15 | 0.93 | 0.77 | 0.70 |
| PL–313 and Other Executives | 21.43 | 25.92 | 13.52 | 0.35 | 0.37 | 0.35 |
| TOTAL WAGE SYSTEM | 19.62 | 22.57 | 28.44 | 0.35 | 0.39 | 0.44 |
| Regular Nonsupervisory (WG) | 15.02 | 18.29 | 24.44 | 0.30 | 0.35 | 0.41 |
| Regular Leader (WL) | 24.68 | 27.34 | 26.98 | 0.38 | 0.37 | 0.37 |
| Regular Supervisory (WS) | 60.85 | 60.76 | 65.23 | 0.77 | 0.77 | 0.79 |
| Other Pay Systems | 18.06 | 21.84 | 25.18 | 0.[illegible] | 0.67 | 0.64 |
| Unspecified Pay System | 19.95 | 24.07 | 18.98 | 0.30 | 0.39 | 0.34 |

* See explanation in text, p. 17.

means that while they participated at a level comparable with the GS 9–15 levels, they generally spent less time in course sessions.

Also, statistics about Wage Supervisors reflected both longer course sessions and greater participation for men than for women.

### Other Pay Systems

These systems, in FY 76, had 176,880 employees or 8.56% of the total population. The group accounted for 4.65% of total training participation, with men participating in 2.69% and women in 1.93% of the total. The group received 44,534 instances of training.

For the group, instance and duration ratios were 25.18% and 0.64%.

## Trends

This report marks the first time that training information is being reported by race. Therefore, comparisons will be made only on data for FY 76. On the other hand, comparisons by sex may extend beyond FY 74. Information on how much training minorities and women received as groups is presented in the section on *Index of Training Equity*. The Index compensates for population size and variation and, therefore, provides another measure of training activity.



Appendix D of this report contains Government-wide summary data tables.

The format used for this analysis considers pay system and grade group within the following framework:

- –Group representation with respect to total employee population;
- –Participation and representation within the group;
- –Opportunity or time spent away from the job (i.e., average course length);
- –Percentage of group composition, and participation by race and within race; and
- –Group composition and participation by sex.

### General Schedule

- GS 1–4
  - –The GS 1–4 population represented 17.14% of all employees in FY 76 and received 11.90% of the instances of training. This compares with 17.8% of total employees and 12.38% of the total instances respectively for FY 73.
  - –The number of lower level employees increased between FY 73 and FY 76, but decreased by 8,057 employees between FY 75 and FY 76. The number of employees in this group was 345,212 in FY 73 and 354,149 in FY 76, an increase of 2.58%. From this group, there

GS 1–4

| Composition and participation by race | | | Participation within designated race | |
|---|---|---|---|---|
| Percent of group | Percent of instances | Minority group designation | Instance ratio | Duration ratio |
| 18.29 | 17.59 | Black | 30.94 | 0.48 |
| 3.49 | 3.97 | Spanish Surnamed | 36.53 | 0.47 |
| 2.25 | 1.45 | American Indian | 20.67 | 0.35 |
| 0.74 | 0.67 | Oriental | 28.96 | 0.47 |
| 66.63 | 68.71 | Other Employees | 33.17 | 0.45 |

were 113,932 instances of training in FY 76. This compares with 112,537 instances in FY 73.

–Time spent in training by employees in this group declined from 40 hours per session in FY 73 to 35.5 hours in FY 76. The group accounted for 10.14% of all participant hours in FY 76.

–Group composition and participation by race and within race:

As a group, the GS 1–4's had an instance ratio of 32.17% and a duration ratio of 0.46%. This can be contrasted with the General Schedule overall instance ratio of 54.34% and duration ratio of 0.94%.

–In FY 76, men comprised 24.47% of this group and received 24,406 instances of training or 21.42%, totaling 1,112,453 hours. Women comprised 74.64% of the group and were recipients of 88,780 instances of training, accounting for 77.92% of the instances, and 2,902,843 hours. In FY 76, men had an instance ratio of 28.16% and a duration ratio of 0.55%. Women had a 33.58% instance ratio and a duration ratio of 0.43%.

• GS 5–8

–Employees in this group represented 21.81% of all employees and accounted for 24.94% of the instances of training in FY 76. This compares with 20.1% of total employees and 22.95% of the total instances in FY 73.

–The number of employees in grades GS 5–8 showed a steady trend upward, rising from 389,894 employees in FY 73 to 450,689 employees in FY 76. This was an increase of 15.59%. From this group, there were 238,719 instances of training in FY 76. In FY 73, 206,512 instances of training occurred.

–The average course length was 47.1 hours in FY 76, as compared with 50.2 hours in FY 73, down 6.18%.

–Group composition and participation by race and within race:

In FY 76, the GS 5–8 group had an instance ratio of 52.97% and a duration ratio of 1.05%. This compares with the General Schedule instance ratio of 54.34% and duration ratio of 0.94%.

–In FY 76, men comprised 41.19% of this group, 185,641 employees, and received 104,282 instances of training, or 43.68%, totaling 6,063,202 hours. Women, on the other hand, represented 58.45% of the group, received 133,061 instances of training, or 55.74%, and consumed 5,121,113 hours or 45.50% of the

GS 5–8

| Composition and participation by race | | | Participation within designated race | |
|---|---|---|---|---|
| Percent of group | Percent of instances | Minority group designation | Instance ratio | Duration ratio |
| 16.17 | 14.35 | Black | 46.99 | 0.85 |
| 3.00 | 3.42 | Spanish Surnamed | 60.47 | 1.44 |
| 0.95 | 0.93 | American Indian | 51.96 | 0.96 |
| 0.99 | 0.96 | Oriental | 51.39 | 1.14 |
| 75.16 | 76.69 | Other Employees | 54.04 | 1.06 |

GS 9–12

| Composition and participation by race | | | Participation within designated race | |
|---|---|---|---|---|
| Percent of group | Percent of instances | Minority group designation | Instance ratio | Duration ratio |
| 6.82 | 3.64 | Black | 72.76 | 1.20 |
| 2.13 | 1.38 | Spanish Surnamed | 80.29 | 1.37 |
| 0.64 | 0.40 | American Indian | 62.59 | 1.08 |
| 1.25 | 1.10 | Oriental | 78.27 | 1.36 |
| 87.12 | 92.34 | Other Employees | 69.79 | 1.20 |

total for the group. The instance ratio for men was 56.17% and the duration ratio for men was 1.44%. Women had an instance ratio of 50.51% and a duration ratio of 0.77%.

- GS 9–12
  - –This group represented 22.14% of all employees and accounted for 33.54% of the instances of training in FY 76. This compares with 21.8% of total employees and 32.52% of the total instances in FY 75.
  - –The population of this grade group increased from 422,267 employees in FY 75 to 457,510 employees in FY 76, an increase of 8.35%. In FY 76, there were 321,040 instances of training. In FY 75, participation was approximately 298,894 instances. (NOTE: This group has the highest training instance ratio for the Federal Civil Service.)
  - –The average course lasted 41.6 hours in FY 76, down from 48 in FY 75.
  - –Group composition and participation by race and within race:

    The group had an instance ratio of 70.17% and a duration raio of 1.20%. The General Schedule had an instance ratio of 54.34% and a duration ratio of 0.94%.
  - –Men, who comprised 82.48% of the group population in FY 76, received 263,245 instances of training, or 82.00%, totaling 11,394,715 hours. Conversely, women comprised 17.42% of the group population and received 57,340 instances of training, or 17.86%, totaling 2,026,927 hours. The instance ratio for men was 69.76% and a duration ratio of 1.24%. Women had an instance ratio of 71.96% and a duration ration of 1.02%.

NOTE: GS 9–12's comprised 22.14% of the total Federal employee population but participated in 33.54% of the total instances of training and consumed 33.48% of the hours and 42.14% of the costs in FY 76.

- GS 13–15
  - –The GS 13–15 group comprised 9.03% of all employees in FY 76 and accounted for 11.97% of all the instances of training. This compares with 8.21% of total employees and 11.04% of the total instances of training in FY 75.
  - –These senior level employees showed a population growth from FY 75 to FY 76, up from 159,191 employees to 186,679, an increase of 17.27%. From this group, there were 114,610 training instances in FY 76. This compares with 98,998 instances in FY 75.
  - –The average length of a training session declined by 22.29%, down from 48 hours in FY 75 to 37.3 hours in FY 76.

GS 13–15

| Composition and participation by race | | | Participation within designated race | |
|---|---|---|---|---|
| Percent of group | Percent of instances | Minority group designation | Instance ratio | Duration ratio |
| 3.62 | 4.15 | Black | 70.25 | 1.01 |
| 1.04 | 1.35 | Spanish Surnamed | 80.23 | 1.20 |
| 0.34 | 0.41 | American Indian | 70.83 | 1.15 |
| 1.01 | 1.12 | Oriental | 68.17 | 1.06 |
| 92.44 | 91.80 | Other Employees | 60.97 | 0.94 |

GS 16–18

| Composition and participation by race | | | Participation within designated race | |
|---|---|---|---|---|
| Percent of group | Percent of instances | Minority group designation | Instance ratio | Duration ratio |
| 3.15 | 3.75 | Black | 45.45 | 0.98 |
| 0.86 | 0.75 | Spanish Surnamed | 33.33 | 0.38 |
| 0.27 | 0.30 | American Indian | 42.86 | 0.38 |
| 0.51 | 0.50 | Oriental | 37.04 | 0.43 |
| 92.06 | 92.45 | Other Employees | 38.31 | 0.70 |

–Group composition and participation by race and within race:

The instance and duration ratios respectively were 61.39% and 0.95% for the group compared with instance and duration ratios respectively of 54.34% and 0.94% for the General Schedule.

–In FY 76, men represented 94.80% or 176,973 employees. They received 108,507 instances of training, or 94.67%, totaling 4,068,865 hours. Women represented 5.10%, or 9,527 employees. They received 6,022 instances of training, or 5.25%, totaling 200,311 hours. Men had an instance ratio of 61.31% and a duration ratio of 0.95%. Women had an instance ratio of 63.21% and a duration ratio of 0.86%.

- GS 16–18

–The GS 16–18 group represented 0.25% of all employees in FY 76 and accounted for 0.21% of the total instances of training. This compares with 0.3% of total employees and 0.3% of the total instances of training in FY 73.

–The total number of employees in the group was 5,245 in FY 76. From this group there were 2,001 training instances. (NOTE: A precise comparison cannot be made with FY 73. This is because in FY 73 the count of personnel included Public Law and supergrade equivalents for pay systems other than General Schedule.) In FY 76, separate categories were provided for PL–313's and other executives.

–The average course session was 44.4 hours. (NOTE: No comparable data for FY 73.)

–Group composition and participation by race and within race:

For this group in FY 76, the instance ratio was 38.15% and the duration ratio was 0.70%. For the General Schedule the instance ratio was 54.34% and the duration ratio was 0.94%.

–In FY 76, men were 97.06% of the group, or 5,091 employees. They received 1,964 instances of training totaling 87,310 hours. Women represented 2.72%, or 143 employees. They received 34 instances of training for 1,523 hours. Approximately 0.22% were not specified as to sex. Men had an instance ratio of 38.58% and a duration ratio of 0.71%. Women had an instance ratio of 23.78% and a duration ratio of 0.47%.

**Public Law 313 and Other Executives**

–There were 6,288 employees in this group during FY 76. This group represented 0.30% of all employees and participated in 0.09% of the total instances of training.

–From this group, there were 850 instances of training. Each session, on the average, lasted 58.3 hours in FY 76.

–Group composition and participation by race and within race:

The instance ratio was 13.52% and the duration ratio was 0.35% for the group in FY 76. Government-wide, in FY 76, the instance ratio was 45.33% and the duration ratio was 0.81%.

–In FY 76, men comprised 75.99% of the group and received 401 instances of training totaling 30,178 hours. Women constituted 23.03% of the group and received 3 instances of training totaling 120 hours. The instance ratio for men was 8.39%, the duration ratio, 0.30%. The instance ratio for women was 0.21%, the duration ratio 0.00%. (NOTE: Of the 850 instances of training, the sex of the participant in 446 cases was not specified.)

**Wage Systems**

–Wage Systems had a population of 425,310 employees in FY 76. This represented 20.58% of

## PUBLIC LAW 313 AND OTHER EXECUTIVES

| Composition and participation by race | | Minority group designation | Participation within designated race | |
|---|---|---|---|---|
| Percent of group | Percent of instances | | Instance ratio | Duration ratio |
| 11.53 | 2.24 | Black | 2.62 | 0.06 |
| 3.02 | 0.12 | Spanish Surnamed | 0.53 | 0.01 |
| 0.70 | 0.24 | American Indian | 4.55 | 0.03 |
| 1.25 | 0.24 | Oriental | 2.56 | 0.02 |
| 77.52 | 44.35 | Other Employees | 7.72 | 0.29 |

## WAGE SYSTEM

| Composition and participation by race | | Minority group designation | Participation within designated race | |
|---|---|---|---|---|
| Percent of group | Percent of instances | | Instance ratio | Duration ratio |
| 19.69 | 12.02 | Black | 17.36 | 0.27 |
| 6.36 | 7.70 | Spanish Surnamed | 34.39 | 0.51 |
| 1.37 | 1.02 | American Indian | 21.22 | 0.37 |
| 0.94 | 1.07 | Oriental | 32.48 | 0.42 |
| 67.48 | 74.98 | Other Employees | 31.60 | 0.50 |

the total population. Training participation was 12.64% of all instances. This compares with approximately 500,363 employees or 25.8% of all Federal employees in FY 73 and 11.90% of total training participation.

–In FY 76, employees in the Wage System received 120,965 instances of training.

–Average course length in FY 76 was 34.6 hours, down from 47 hours in FY 73, a decrease of 26.38%.

–Group composition and participation by race and within race:

The group, in FY 76, had an instance ratio of 28.44% and a duration ratio of 0.44%. Government-wide, in FY 76, employees had an instance ratio of 46.33% and a duration ratio of 0.81%.

–In FY 76, men were 91.67% of the group, or 389,894 employees. They received 114,568 instances of training totaling 4,004,455 hours, or 95.60%. Women represented 8.26%, or 35,145 employees. They received 6,357 instances of training totaling 184,446 hours, or 4.40% of the total for the group. Men had instance and duration ratios of 29.38% and 0.46%. Women had instance and duration ratios of 18.09% and 0.24%.

**Other Pay Systems**

–Other Pay Systems employees totaled 176,880, or 8.56% of all employees in FY 76. The group participated in 44,534 instances of training, or 4.65% of the total participation. From this group, 27,930 individual employees, or 15.79%, attended course sessions that lasted, on the average, 58.4 hours.

–Group composition and participation by race and within race:

The instance ratio was 25.18% and the duration ratio was 0.64% in FY 76. For the Government-wide comparison the instance ratio was 46.33% and the Government-wide duration ratio was 0.81%.

–There were 108,630 men, or 61.41%, and 67,785 women, or 38.32%, in the group. Approximately 0.27% of the group was not specified as to sex in FY 76. Although women from the group participated in training to a greater extent than did the men, their average course sessions were considerably shorter. Men had an instance ratio of 23.74% and a duration ratio of 0.83%. Women had an instance ratio of 27.22% and a duration ratio of 0.33%.

OTHER PAY SYSTEMS

| Composition and participation by race | | Minority group designation | Participation within designated race | |
|---|---|---|---|---|
| Percent of group | Percent of instance | | Instance ratio | Duration ratio |
| 13.73 | 7.37 | Black | 13.52 | 0.35 |
| 3.08 | 3.10 | Spanish Surnamed | 25.36 | 0.61 |
| 1.02 | 0.55 | American Indian | 13.63 | 0.14 |
| 2.05 | 2.63 | Oriental | 32.28 | 0.63 |
| 69.56 | 79.02 | Other Employees | 28.60 | 0.72 |

## Conclusions

Efforts in "Upward Mobility" and "Public Service Careers" programs appear to have had little or no effect in increasing the amount of training among lower graded Federal employees.

Efforts to encourage executive development have not been reflected by noticeable upswings in training for executives.

Men received more training than women, both overall and in all identified subgroups.

Efforts at equal employment opportunity have not been sufficient to provide equality of training time to minority groups. (A notable exception was that training time for Orientals exceeded training time for all other groups. The amount by which training for Orientals exceeded training for non-minorities was not statistically significant and could be interpreted as equal.)

### Index of Training Equity

When managers allocate time and funds for training, questions of equity often arise. For purposes of this discussion we have defined training equity as equal training time for each subgroup of Federal employees.

The use of training duration, or hours spent in training, is an attempt to provide a structure for examining the training selection process in terms of equity. Duration is the best training fact, or standard, for comparing in terms of itself and, at the same time, for focusing on training opportunity.

Tables G, H, and I indicate the degree of equity in providing training opportunities for groups within the Federal Civil Service. These tables display values that compare the duration of training received by some groups of Federal employees with that received by all employees within the Federal workforce. The values contain mathematical corrections for variations in the populations of the groups. The value calculated for comparison is the *Index of Training Equity*.

The Index compares the duration of training *per capita* for the group with that for the Federal Government. The duration of training *per capita* for the group is the same as that for all employees if the Index is 1.00. If the Index value is less than 1.00, duration *per capita* is lower. Conversely, a value greater than 1.00 indicates a high duration *per capita*. A value of 1.00 indicates parity.

Training duration is, at best, only partly reflective of any agency's training selection process. Therefore, the Index, as an indicator, needs to be interpreted in light of agency requirements and the needs of individual employees. The fact that one group of employees received comparatively more training than another does not automatically indicate that the latter is being disadvantaged. It does, however, indicate a situation which should be carefully examined by management to assure that training decisions are being made in accordance with the public interest.

Agency-by-agency Indices are contained in Appendix E. The mathematical formula used to derive the Indices is found in Appendix F of this report.

## Table G: Index of Training Equity by Pay System, Minority Group Designation, and Sex, FY 1974

| Pay System | Total | | | Total Minority | | | Black | | | Spanish Surnamed | | | American Indian | | | Oriental | | | Unspecified | | | All Other Employees | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | T | M | W | T | M | W | T | M | W | T | M | W | T | M | W | T | M | W | T | M | W | T | M | W |
| TOTAL ALL PAY SYSTEMS ..... | 1.00 | 1.13 | 0.73 | 0.80 | 0.79 | 0.81 | 0.77 | 0.71 | 0.83 | 0.88 | 0.90 | 0.80 | 0.76 | 0.85 | 0.60 | 1.01 | 1.15 | 0.71 | 0.57 | 0.66 | 0.39 | 1.06 | 1.22 | 0.72 |
| GS-1 THRU 4 ..... | 0.53 | 0.57 | 0.50 | 0.66 | 0.61 | 0.66 | 0.69 | 0.64 | 0.70 | 0.57 | 0.55 | 0.56 | 0.51 | 0.58 | 0.48 | 0.47 | 0.43 | 0.46 | 0.45 | 0.40 | 0.47 | 0.49 | 0.56 | 0.45 |
| GS-5 THRU 8 ..... | 1.40 | 1.89 | 1.02 | 1.39 | 1.58 | 1.27 | 1.31 | 1.40 | 1.27 | 1.83 | 2.01 | 1.56 | 1.13 | 1.45 | 0.86 | 1.64 | 2.45 | 1.05 | 0.88 | 1.24 | 0.48 | 1.42 | 1.97 | 0.96 |
| GS-9 THRU 12 ..... | 1.57 | 1.62 | 1.27 | 1.69 | 1.74 | 1.56 | 1.73 | 1.78 | 1.65 | 1.68 | 1.73 | 1.26 | 1.54 | 1.62 | 1.29 | 1.54 | 1.64 | 1.08 | 1.26 | 1.31 | 0.87 | 1.56 | 1.61 | 1.22 |
| GS-13 THRU 15 ..... | 1.39 | 1.40 | 1.19 | 1.58 | 1.60 | 1.38 | 1.59 | 1.63 | 1.40 | 1.81 | 1.84 | 1.18 | 1.27 | 1.28 | 1.11 | 1.38 | 1.38 | 1.30 | 0.80 | 0.82 | 0.39 | 1.39 | 1.40 | 1.17 |
| GS-16 THRU 18 ..... | 1.26 | 1.26 | 1.10 | 2.14 | 2.12 | 2.18 | 1.98 | 2.12 | 0.63 | 1.25 | 0.49 | 9.99 | 0.27 | 0.27 | 0.00 | 5.13 | 5.13 | 0.00 | 0.18 | 0.18 | 0.00 | 1.25 | 1.26 | 0.91 |
| PL-313 & OTHER EXECS ..... | 0.49 | 0.44 | 0.12 | 0.66 | 0.44 | 0.07 | 0.42 | 0.35 | 0.02 | 0.47 | 0.53 | 0.12 | 7.05 | 0.12 | 0.00 | 0.67 | 0.70 | 0.62 | 0.09 | 0.03 | 0.00 | 0.47 | 0.45 | 0.16 |
| TOTAL WAGE SYSTEMS ..... | 0.46 | 0.48 | 0.22 | 0.31 | 0.33 | 0.29 | 0.24 | 0.25 | 0.17 | 0.46 | 0.47 | 0.31 | 0.54 | 0.57 | 0.39 | 0.44 | 0.46 | 0.11 | 0.36 | 0.39 | 0.01 | 0.53 | 0.55 | 0.27 |
| OTHER PAY SYSTEMS ..... | 0.62 | 0.77 | 0.35 | 0.39 | 0.54 | 0.19 | 0.40 | 0.59 | 0.19 | 0.36 | 0.51 | 0.14 | 0.26 | 0.17 | 0.02 | 0.45 | 0.53 | 0.10 | 0.25 | 0.35 | 0.01 | 0.70 | 0.85 | 0.43 |
| UNSPECIFIED PAY SYSTEM ..... | 0.48 | 0.45 | 0.17 | 0.27 | 0.41 | 0.15 | 0.26 | 0.35 | 0.18 | 0.54 | 0.85 | 0.17 | 0.13 | 0.28 | 0.00 | 0.09 | 0.04 | 0.06 | 0.12 | 0.17 | 0.04 | 0.58 | 0.51 | 0.19 |

## Table H: Index of Training Equity by Pay System, Minority Group Designation, and Sex, FY 1975

| | | | | | | | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| TOTAL ALL PAY SYSTEMS ..... | 1.00 | 1.11 | 0.79 | 0.81 | 0.80 | 0.82 | 0.80 | 0.75 | 0.86 | 0.84 | 0.89 | 0.69 | 0.67 | 0.77 | 0.53 | 0.93 | 1.04 | 0.71 | 0.58 | 0.64 | 0.45 | 1.06 | 1.19 | 0.79 |
| GS-1 THRU 4 ..... | 0.61 | 0.67 | 0.58 | 0.66 | 0.62 | 0.68 | 0.70 | 0.64 | 0.73 | 0.58 | 0.54 | 0.51 | 0.54 | 0.64 | 0.49 | 0.43 | 0.38 | 0.46 | 0.49 | 0.55 | 0.46 | 0.59 | 0.70 | 0.56 |
| GS-5 THRU 8 ..... | 1.30 | 1.63 | 1.04 | 1.25 | 1.32 | 1.21 | 1.24 | 1.20 | 1.26 | 1.38 | 1.60 | 1.08 | 0.94 | 1.26 | 0.67 | 1.31 | 1.73 | 1.00 | 1.00 | 1.16 | 0.73 | 1.32 | 1.72 | 1.00 |
| GS-9 THRU 12 ..... | 1.51 | 1.56 | 1.27 | 1.62 | 1.70 | 1.44 | 1.66 | 1.75 | 1.53 | 1.73 | 1.80 | 1.27 | 1.30 | 1.46 | 0.86 | 1.38 | 1.46 | 1.04 | 1.25 | 1.29 | 0.94 | 1.50 | 1.55 | 1.24 |
| GS-13 THRU 15 ..... | 1.26 | 1.27 | 1.12 | 1.47 | 1.49 | 1.34 | 1.53 | 1.54 | 1.46 | 1.44 | 1.48 | 0.56 | 1.45 | 1.47 | 1.22 | 1.31 | 1.33 | 0.96 | 0.90 | 0.91 | 0.64 | 1.25 | 1.26 | 1.08 |
| GS-16 THRU 18 ..... | 1.07 | 1.08 | 0.76 | 1.02 | 1.00 | 1.12 | 1.08 | 1.05 | 1.26 | 0.68 | 0.70 | 0.00 | 1.91 | 2.07 | 0.00 | 0.53 | 0.53 | 0.00 | 0.40 | 0.40 | 0.00 | 1.08 | 1.09 | 0.69 |
| PL-313 & OTHER EXECS ..... | 0.46 | 0.45 | 0.11 | 0.42 | 0.44 | 0.05 | 0.38 | 0.31 | 0.03 | 0.42 | 0.55 | 0.03 | 0.18 | 0.28 | 0.05 | 0.69 | 0.75 | 0.39 | 0.04 | 0.04 | 0.01 | 0.49 | 0.47 | 0.19 |
| TOTAL WAGE SYSTEMS ..... | 0.48 | 0.50 | 0.25 | 0.32 | 0.34 | 0.18 | 0.26 | 0.28 | 0.17 | 0.47 | 0.48 | 0.22 | 0.45 | 0.48 | 0.33 | 0.43 | 0.45 | 0.12 | 0.29 | 0.30 | 0.10 | 0.56 | 0.57 | 0.34 |
| OTHER PAY SYSTEMS ..... | 0.83 | 1.11 | 0.39 | 0.59 | 0.91 | 0.25 | 0.65 | 1.08 | 0.25 | 0.53 | 0.78 | 0.19 | 0.12 | 0.10 | 0.14 | 0.58 | 0.71 | 0.39 | 0.29 | 0.39 | 0.07 | 0.94 | 1.21 | 0.46 |
| UNSPECIFIED PAY SYSTEM ..... | 0.51 | 0.62 | 0.26 | 0.43 | 0.54 | 0.22 | 0.47 | 0.54 | 0.23 | 0.53 | 0.68 | 0.25 | 0.08 | 0.02 | 0.15 | 0.31 | 0.63 | 0.04 | 0.17 | 0.34 | 0.04 | 0.60 | 0.68 | 0.34 |

# Table I: Index of Training Equity by Pay System, Minority Group Designation, and Sex, FY 1976

| Pay System | Total | | | Total Minority | | | Black | | | Spanish Surnamed | | | American Indian | | | Oriental | | | Unspecified | | | All Other Employees | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | T | M | W | T | M | W | T | M | W | T | M | W | T | M | W | T | M | W | T | M | W | T | M | W |
| TOTAL ALL PAY SYSTEMS ..... | 1.00 | 1.11 | 0.79 | 0.81 | 0.84 | 0.76 | 0.75 | 0.73 | 0.78 | 0.97 | 1.06 | 0.75 | 0.67 | 0.79 | 0.53 | 1.08 | 1.24 | 0.77 | 0.87 | 0.98 | 0.69 | 1.06 | 1.18 | 0.80 |
| GS-1 THRU 4 ..... | 0.59 | 0.66 | 0.57 | 0.59 | 0.59 | 0.59 | 0.62 | 0.58 | 0.63 | 0.56 | 0.63 | 0.52 | 0.41 | 0.53 | 0.36 | 0.56 | 0.63 | 0.53 | 0.64 | 0.74 | 0.64 | 0.58 | 0.69 | 0.55 |
| GS-5 THRU 8 ..... .... | 1.29 | 1.69 | 1.01 | 1.20 | 1.38 | 1.09 | 1.10 | 1.11 | 1.10 | 1.68 | 2.06 | 1.19 | 1.11 | 1.41 | 0.88 | 1.37 | 1.93 | 1.00 | 1.54 | 2.03 | 1.02 | 1.31 | 1.75 | 0.98 |
| GS-9 THRU 12 ..... | 1.51 | 1.55 | 1.32 | 1.58 | 1.69 | 1.37 | 1.56 | 1.66 | 1.40 | 1.68 | 1.71 | 1.44 | 1.41 | 1.58 | 0.96 | 1.67 | 1.78 | 1.21 | 1.38 | 1.44 | 1.10 | 1.51 | 1.54 | 1.31 |
| GS-13 THRU 15 ..... | 1.19 | 1.19 | 1.09 | 1.32 | 1.34 | 1.14 | 1.27 | 1.29 | 1.15 | 1.47 | 1.50 | 0.83 | 1.35 | 1.35 | 1.16 | 1.31 | 1.31 | 1.20 | 0.82 | 0.83 | 0.79 | 1.18 | 1.19 | 1.09 |
| GS-16 THRU 18 ..... | 0.88 | 0.89 | 0.55 | 1.03 | 1.06 | 0.63 | 1.24 | 1.27 | 0.71 | 0.42 | 0.45 | 0.21 | 1.35 | 1.45 | 0.00 | 0.46 | 0.46 | 0.00 | 0.63 | 0.63 | 0.37 | 0.88 | 0.89 | 0.52 |
| PL-313 & OTHER EXECS ..... | 0.41 | 0.33 | 0.00 | 0.05 | 0.10 | 0.00 | 0.06 | 0.16 | 0.00 | 0.01 | 0.01 | 0.00 | 0.03 | 0.00 | 0.00 | 0.02 | 0.03 | 0.00 | 2.57 | 0.05 | 0.00 | 0.31 | 0.37 | 0.01 |
| TOTAL WAGE SYSTEMS ..... | 0.51 | 0.53 | 0.27 | 0.38 | 0.42 | 0.21 | 0.31 | 0.34 | 0.20 | 0.58 | 0.59 | 0.30 | 0.42 | 0.45 | 0.28 | 0.49 | 0.52 | 0.10 | 0.37 | 0.39 | 0.14 | 0.57 | 0.58 | 0.36 |
| OTHER PAY SYSTEMS ..... | 0.76 | 0.99 | 0.40 | 0.49 | 0.75 | 0.21 | 0.42 | 0.69 | 0.19 | 0.73 | 1.13 | 0.19 | 0.20 | 0.18 | 0.26 | 0.72 | 0.94 | 0.44 | 0.82 | 0.96 | 0.51 | 0.83 | 1.04 | 0.45 |
| UNSPECIFIED PAY SYSTEM ..... | 0.46 | 0.61 | 0.20 | 0.27 | 0.38 | 0.09 | 0.19 | 0.27 | 0.09 | 0.43 | 0.63 | 0.09 | 0.26 | 0.05 | 0.21 | 0.27 | 0.33 | 0.09 | 0.53 | 0.67 | 0.25 | 0.51 | 0.66 | 0.23 |

TABLE J: TOTAL TRAINING EXPENDITURES, FY 76

| | Total costs ($ in millions) | Percent of total |
|---|---|---|
| TOTAL | 237.5 | 100 |
| Direct Costs | | |
| Salaries of Training Personnel | 85.6 | 36 |
| Tuition, Fees, Books, etc. | 59.4 | 25 |
| Indirect Costs | | |
| Travel and Per Diem | 92.5 | 39 |

## Total Training Expenditures, Including Long-Term Training

### Items Included in Costs

The total reported cost of training for Federal civilian employees in FY 76 was $237,502,382. This amount includes the following costs which the Commission can identify and attribute to training: direct costs such as tuition, fees, and books; indirect costs such as transportation and per diem; and the salaries of agency training personnel. It does not include the salaries of the employees in training, nor the costs of facilities such as classrooms and housing facilities. While these items definitely contribute to the cost of training, they are not collected and reported uniformly by the various departments and agencies.

Tables J, K, L, and Figure 5 form background information for the following discussion.

### Salaries of Training Staffs

Salaries of training staffs accounted for 36% of the total training cost in FY 76. Agencies reported $159,877,733 in salaries for personnel engaged in training activities. Of this amount, only $85,609,161 was used in determining the total training cost. The smaller figure represents those costs which can be most directly related to training itself, the salaries of instructors and of part-time training personnel. Part-time personnel are employees who devote only part of their working time to training efforts. Agencies have reported only that potrion of part-time salaries which is dir.ctly related to training. Likewise, instructors may be expected to spend their time in preparation and delivery of training. However, Employee Development Specialists and administrative and clerical support personnel perform many important functions in addition to training delivery. Their duties may include counseling employees, consulting with management, determining training needs, or other activities. (See U.S. Civil Service Commission Bulletin 410–35.) The Commission cannot tell just how much of their time is spent directly on training activities.

Thus, the full salaries of the 2,744 full-time instructors and the salaries paid for 1,807 staff-years of part-time training effort are counted, *but the salaries of the 4,550 full-time Employee Development Specialists and administrative and clerical support personnel* are not *included.*

Growth in the size of training staffs from FY 73 to FY 76 contributed significantly to the 10.28% rise in training costs during that period. The salaries of full-time instructors rose 43.46%, while the salaries earned by part-time training staff increased by 103.54%. Together, their salaries totaled $53,723,873 in FY 73 and $85,609,161 in FY 76, an increase of 59.35%.

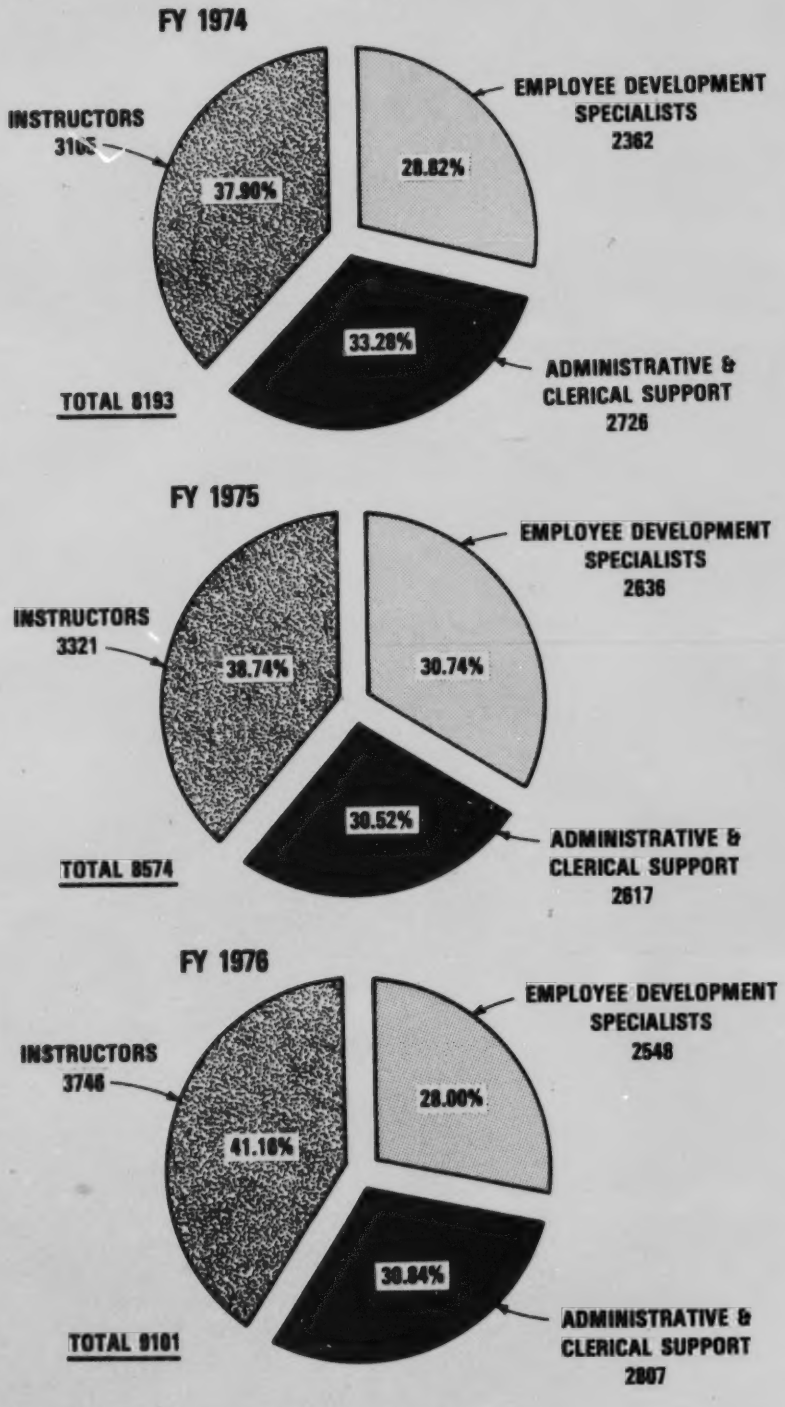
- **Training by Source**
  - –Approximately two-thirds of the money and hours reported for training in FY 76 were for internal training. Internal training accounted for $165.8 million and 27 million hours. The proportion of spending for training conducted internally continued to increase slowly (it gained by about 1% per year). At $6.10 per hour, it is now the most costly training source.
  - –Non-Government sources received approximately 19%, or $44.7 million, of the training dollars expended for short-term training. These sources provided 8,245,908 hours of the 41,337,162 total. Only 2%, or $4.4 million, of the training expenditures went for non-Government long-term training. During FY 75 and FY 76, unlike in former years, specially developed courses from non-Government sources cost less per hour than the courses bought "off-the-shelf." (The average hourly costs are $4.73 for developed and $5.64 for off-the-shelf courses.) Evidence indicates that skilled negotiating for developed courses, rising college costs, and increased costs for travel and per diem contributed to this reversal.

TABLE K: RATIO OF TRAINING PERSONNEL BY CATEGORY FOR EACH 1,000 FEDERAL EMPLOYEES, FY 74–76

| Category | FY 1973 | FY 1974 | FY 1975 | FY 1976 |
|---|---|---|---|---|
| ALL CATEGORIES | 3.34 | 4.03 | 4.16 | 4.40 |
| Employee Development Specialists | 1.13 | 1.16 | 1.28 | 1.23 |
| Instructors | 1.17 | 1.53 | 1.61 | 1.81 |
| Administrative and Clerical Support | 1.04 | 1.34 | 1.27 | 1.36 |

--Government interagency training increased by 26%, going from 3,532,703 hours in FY 73 to 4,451,093 hours in FY 76. Interagency training accounted for 9% of training costs in FY 76. At $5.05 per hour it remained, on the average, less expensive than either internal agency or non-Government off-the-shelf training.

**Figure 5 DISTRIBUTION OF TRAINING PERSONNEL, FY 74-76**



# Table L: Distribution and Salaries of Training Personnel, FY 74-76

| Category | Fiscal Year 1974 | | Fiscal Year 1975 | | Fiscal Year 1976 | | % Change In Personnel Between FY 74-75 | % Change In Personnel Between FY 75-76 |
|---|---|---|---|---|---|---|---|---|
| | Personnel | Salaries (In $) | Personnel | Salaries (In $) | Personnel | Salaries (in $) | | |
| TOTAL ALL CATEGORIES ..... | 8193 | 125,649,402 | 8574 | 141,118,759 | 9101 | 159,877,733 | 4.65 | 6.15 |
| TOTAL FULL-TIME ..... | 6884 | 109,425,985 | 7208 | 122,828,505 | 7294 | 130,958,821 | 4.71 | 1.19 |
| Employee Development Specialists ..... | 2159 | 39,104,406 | 2397 | 44,307,987 | 2312 | 47,114,112 | 11.02 | - 3.55 |
| Instructors* ..... | 2516 | 44,813,184 | 2766 | 52,185,867 | 2744 | 56,690,249 | 9.94 | - 0.80 |
| Administrative and Clerical Support ..... | 2209 | 25,508,395 | 2045 | 26,334,651 | 2238 | 27,154,460 | - 7.42 | 9.44 |
| TOTAL PART-TIME* ..... | 1309 | 16,223,417 | 1366 | 18,290,254 | 1807 | 28,918,912 | 4.35 | 32.28 |
| Employee Development Specialists ..... | 203 | 3,225,045 | 239 | 4,048,297 | 236 | 4,398,811 | 17.73 | - 1.26 |
| Instructors ..... | 589 | 7,763,612 | 556 | 8,746,905 | 1002 | 18,799,085 | - 5.60 | 80.22 |
| Administrative and Clerical Support ..... | 517 | 5,234,760 | 571 | 5,495,052 | 569 | 5,721,016 | 10.44 | - 0.35 |

*These salary costs have been added to the agency-internal training costs reported through the CPDF.

# The Training Period in Review

The preceding section answered broad questions concerning duration, costs, volume, and, to some extent, the subject areas of training. Statistics, however, are limited in their ability to convey the reasons for training or its benefits. In their annual report to the Civil Service Commission, a number of agencies narrated examples of employee training which helped them accomplish their statutory missions or otherwise respond to Congressional or Executive mandates. Some of their examples appear in this section and have been grouped under the following four categories:

- Equal employment opportunity and training;
- Executive development;
- New agency training facilities; and
- Savings in training costs.

## Equal Employment Opportunity and Upward Mobility Training

**The role of training in equal employment opportunity.** In 1969, the Chairman of the Civil Service Commission reported to the President that "despite significant gains in overall employment of minority group persons in the Federal service, too many of our minority employees are concentrated at the lower grade levels." The Chairman also said that "women employees are also largely concentrated in the lower grade levels." Hence, the President directed agencies "to provide the maximum feasible opportunity to employees to enhance their skills so they may perform at their highest potential and advance in accordance with their abilities" (Executive Order 11478, August 8, 1969). The Equal Employment Opportunity Act (PL 92–261) was passed in 1972. It directs agencies to ensure that their equal employment opportunity affirmative action plans provide for "the establishment of training and education programs designed to provide a maximum opportunity for employees to advance so as to perform at their highest potential." Hence, a primary role of training in equal employment opportunity efforts is to provide upward mobility opportunities to lower level employees.

**Characteristics of upward mobility training programs.** Training programs have been among the most important elements in agency upward mobility endeavors. Such programs vary widely from agency to agency. However, they generally share three characteristics.

First, the programs typically prepare employees for target positions in higher level blue and white collar occupations. For instance, the participants in these programs may be trained for positions as personnel specialists, electricians, or statisticians. The number of target positions is based on the number of openings that are expected to occur in each occupation during the next several years. A portion of those openings is set aside for employees who complete the training programs.

Second, employees from lower level occupations are competitively selected for the training programs. The number of persons selected depends on the number of target positions. The basis of selection is the employee's assessed potential to complete the training and perform the duties of the target position.

Third, the training that the employee receives is determined by the employee's background and by the duties he/she will be expected to perform in the target position. The purpose of the training is to supply the education and experience that the employee needs to qualify for an entry level position in the new occupation. In most cases, the trainees are given a combination of on-the-job training, Government courses, and university or college courses.

### Examples of upward mobility training

- The National Oceanic and Atmospheric Administration of the Department of Commerce has eight separate upward mobility training programs. Four feature target positions in the sciences. For instance, some of their graduates are now meteorologists, fishery biologists, and oceanographers. The remaining four programs have administrative target positions, such as personnel management and budget analysis.

  Since the inception of these programs in 1974, lower level employees nationwide have been selected, trained, and placed. For example, one employee had been a pressman for 20 years. Under the upward mobility program, this individual completed an impressive number of

biology courses and is now a marine enforcement agent. Another pressman has similarly become a solar physicist. Participants in the program are trained for 1 to 3 years, depending on their ability and prior skill levels.

- The General Accounting Office has developed three new types of positions for its upward mobility program. The titles of these positions are management analyst assistant, management analyst trainee, and claims adjudicator assistant. Lower level employees are selected for these positions. The duties of the positions, when supplemented with classroom training from Government and non-Government facilities, are designed to supply the experience and education necessary to qualify for the corresponding higher level positions: management analysis and claims adjudication. Since FY 74, when the program commenced, 94 employees have been selected for the new positions. Twenty-nine of the 94 have completed the program and are now management analysts and adjudicators.

## Executive Development

**The mandate for executive development.** Federal employees are usually selected for their first managerial position in accordance with their performance in nonmanagerial positions. Consequently they may not have acquired all of the managerial knowledges and abilities needed for maximum effectiveness in a particular managerial position. Hence, the Civil Service Commission and the Office of Management and Budget have directed agencies to establish executive development programs.

**Characteristics of executive development programs.** Executive development programs have characteristics that are similar to those of upward mobility programs. Executive development programs prepare employees for managerial positions that are expected to exist in the agency during the next several years. The programs are for newly selected managers and for employees who are competitively selected on the basis of their assessed potential to perform the duties of target managerial positions. An individual training plan is prepared for each participant in the programs. The plan is designed in terms of the participant's previous experience and education and in terms of the skill and knowledge requirements of the managerial position. To help employees accomplish the objectives of their individual training plans, many agencies have developed new managerial courses and training facilities.

### Examples of new executive development programs

- In FY 74, the Veterans Administration established an Executive Training Center. More than half of its 2,500 managers have attended one or more of the Center's courses and seminars. In one of the seminars, managers spend a week on managerial topics and problems that are unique to the Veterans Administration. The managers are guided by in-house experts. Another week-long seminar delves into labor-management relations and is also led by in-house experts. The Center, in cooperation with various universities throughout the nation, offers a field management training program centered on administration in health care facilities. These are but a few of the Center's programs.
- The Small Business Administration has developed a "Discovery" workshop for its executives. Participants are presented with problems that the SBA actually faces. Through group discussion, the participants attempt to develop solutions. Segments of these discussions are videotaped and played back, giving the participants an opportunity to see themselves as others see them. At the end of the workshop, a consultant meets and counsels each participant privately. More than 200 managers have attended the workshop.

### Examples of effective ongoing programs

- One example of a successful program is the Executive Selection and Development Program of the Treasury Department's Internal Revenue Service (IRS). Each year, after forecasting executive vacancies, the IRS selects a small number of mid-managers to participate in this six-month program. The program's objective is to help middle managers make the transition to multifunctional executive positions. The program, conducted primarily by senior IRS officials, consists of training both in the National Office and in the field. In addition, participants meet with senior officials from other Government agencies and the private sector to broaden their perspective on the role and function of IRS executives. In recent years virtually all top IRS career positions have been filled with graduates of this program.
- The Federal Aviation Administration sends all candidates for supervisory and management positions to its Management Training School at Lawton, Oklahoma. FAA policy requires that all candidates successfully complete the required courses before being assigned to a supervisory or management position. Successful completion is determined by whether the candidates pass criterion referenced tests at the end of each course. In addition, all supervisors and managers must

return at least once every three years for training at Lawton in specific areas, for example, labor relations, occupational safety and health for managers, resource management and constructive discipline.

## New Agency Training Facilities

**The importance of agency training facilities.** Under section 4104 of title 5, United States Code, Federal agencies were told to train their employees "insofar as practicable by, in, and through Government facilities under the jurisdiction or control of the agency." Since the enactment of this section of title 5, a wide variety of agency training facilities has been established. A number of these facilities have come into existence during the period covered by this report.

**Examples of new agency training facilities**

- The Farmers Home Administration has a training center in Norman, Oklahoma, which provided about 3,000 instances of training in FY 76. In 1972, the center had only one classroom and offered only 1-week training courses in the FHA's credit programs. Since then the center has been expanded. It now has three classrooms and dormitory facilities for 75 trainees. The curriculum now includes courses in general management, clerical skills, office management, and FHA regulations.

  It costs the FHA $100 less to train an employee through the center than it does to train an employee through the facilities formerly used. In addition, taking courses at the center gives employees an opportunity to meet and share experiences, problems, and remedies. This is important to an agency like the FHA since its employees are widely dispersed and seldom have an opportunity to meet with one another.
- In 1974, the Federal Communications Commission established a professional development program to provide their employees with an opportunity to obtain graduate-level education in communications. The program consists of six courses which are taught by FCC employees at the FCC Training Center. The courses are "Law for Non-Lawyers," "The Regulation of Cable TV Systems," "Safety and Special Radio Services," "FCC Research Tools and Techniques," "FCC Field Operations," and "Engineering for Non-Engineers."

  Each course has been videotaped. The videotapes are used by employees who wish to make up missed sessions, refresh their memories of the course, or evaluate the course. After the first semester was evaluated, the courses were lengthened to 1½ hours and are now held on 2 days a week. In addition, an instructor's training program has been developed to ensure an adequate supply of instructors for future sessions. Thus far, about 300 employees have participated in the courses.
- The National Cryptologic School of the National Security Agency established two learning centers in 1974. A third was established in 1976. The centers have room for 16 students and contain video-cassette playback units, autotutors, slide/tapes and sound/filmstrip units, audio records, and other audiovisual equipment.

  Each center is staffed by two full-time monitors and has subject-matter specialists on call. Approximately 80 different courses are offered by the centers, including "Digital Troubleshooting," "COBOL Programming," and "Success Oriented Supervision." More than 400 employees a week use the centers.
- In 1975 the Federal Law Enforcement Training Center, an interagency facility administered by the Department of the Treasury, opened at Glynco, Georgia. The center provides the facilities, equipment and support services necessary for law enforcement training. Several courses are conducted at the center. Sessions vary in length up to 12 weeks. The sessions provide common recruit, advanced, specialized and refresher training for criminal law enforcement personnel from 22 Federal organizations.

  In 1976 over 4,000 Federal law enforcement officers received training at this academy.

  In addition to training, the center conducts research in law enforcement training methods and curriculum content.

## Savings in Training Costs

**Emphasis on training costs.** The Government has long been concerned about the cost-effectiveness of training. Among other things, the concern has led the Civil Service Commission to develop a cost model. The cost model allows an agency to compare the costs of Government and non-Government training programs more readily. The Commission has also developed value models with which agencies can compute the net monetary benefits of certain types of training. Agencies have used these models and their own devices in a continuing effort to get a greater return for their training dollars.

**Examples of savings in training costs**

- The General Services Administration used the Training Cost Model and Training Value Model I to determine the extent to which train-

ing could reduce the backlog in its Region 3 supply processing center. Based on the analysis, training and other management initiatives were begun. The total estimated savings are $350,000.

- The Army Computer Systems Command used the cost model process to identify a less expensive method of training employees. The Command sent one employee to school to learn about the S/370 computer at a cost of $260. The employee then trained 110 other employees at a savings in training costs of more than $20,000.
- During FY 76 twenty electrical engineers of the Air Force Security Service at San Antonio, Texas, needed training in the use of microcomputers. One private concern offered to provide a 3-day course on this subject at a cost of about $800 per employee. The Service did further research on sources of training in this field. It found a second company that had developed a self-study programmed-learning course that costs only $57.50 per employee. Training its employees through the second company instead of the first saved the Service roughly $15,000.
- The General Services Administration used Training Value Model I, in a demonstration, to determine the value of sending employees to a seven-week effective reading course. By training the employees, the agency realized a net return on investment of more than 100% over the first year, for those employees who spent an average of 10% of their time reading. For those spending 25% of their time reading, the return was more than 300% for the first year.

# Appendix A: Glossary

**Administration and analysis** (type of training)—
Education or training in the concepts, principles, and theories of such fields as public or business administration; personnel; training; equal employment opportunity; logistics; finance; systems analysis; policy, program or management analysis; or planning.

**Adult basic education** (purpose of training)—
Training to provide the basic knowledges, skills, and abilities needed to permit an employee to function in a work environment.

**Adult basic education** (type of training)—
Education or training to provide basic completeness in such subjects as remedial reading, grammar, arithmetic, lipreading or braille.

**Available hours**—
The number of duty-hours (excluding overtime) worked and potentially available for training. This figure equals 520 hours for a quarter and 2080 hours for the year.

**Average cost per training hour**—
The ratio between COST and DURATION.

**Average cost per instance**—
The ratio between COST and INSTANCES.

**Average duration per instance**—
The ratio between DURATION and INSTANCES.

**Cell**—
The smallest component of a statistical table. It is defined by a specified row characteristic and a specified column characteristic.

**Clerical** (type of training)—
Training in clerical skills such as typing, shorthand, keypunch or computer operating, letter writing, filing, telephone techniques, or word processing.

**Cost**—
The total dollar amount assigned (charged, debited, apportioned, expensed, allocated, etc.) to account for the expenses associated with training.

**Date of completion**—
The year, month, and day in which an employee finished an instance of training.

**Develop unavailable skills** (purpose of training)—
Training to acquire the knowledges, skills, and abilities needed for fields of work that are unique to the Federal Government, or to meet existing Government staffing needs in occupations for which the labor market cannot produce a sufficient number of trained candidates, e.g., Air Traffic Controller or Taxpayers Service Representative training.

**Developed/designed**
(non-Government source of training)—
Training developed to meet unique training requirements of a specific Federal department, agency, or independent establishment; provided by an individual, a commercial or industrial concern, an educational institution, a professional society or association, or a consultant under contract.

**Direct cost**—
The dollar amount assigned to cover such items as tuition, laboratory or library fees, books, and other materials or supplies.

**Duration**—
The number of hours spent by employees in each instance of training.

**Duration ratio**—
The ratio between DURATION and the product of POPULATION times AVAILABLE HOURS in the year (multiplied by 100 and expressed as a decimal).

**Executive development** (Special Interest Program)—
Training provided as part of an agency's executive development program. (FPM Letter No. 412–1, dated October 8, 197[illegible], Subject: Guidelines for Executive Development in the Federal Service.)

**Executive and management** (type of training)—
Education or training in the concepts, principles, and theories of such subject matters as public policy formulation and implementation, management principles and practices, quantitative approaches to management, or management planning, organizing, and controlling.

**Future staffing needs** (purpose of training)—
Training to provide the knowledges, skills, and abilities needed to meet future staffing needs through a planned career development program in an occupational specialty, executive/managerial development program, a management internship, cooperative education program, training agreement, or programs to upgrade skills and abilities, e.g., stenographic training for typists, technical training for laboratory assistants.

**Government** (source of training)—
The Government of the United States of America.

**Improve present performance** (purpose of training)—
Training to provide the knowledges, skills, and abilities needed to improve or maintain proficiency in present job, e.g., training in telephone techniques for clerks or secretaries. (Refresher training is included.)

**Indirect cost**—
The dollar amount assigned to cover payment for sending a person to training such as transportation, lodging, and subsistence.

**Instance**—
An instance of training is any planned course of instruction of 8 hours or more.

**Instance ratio**—
The ratio between INSTANCES and POPULATION (multiplied by 100 and expressed as a decimal).

**Interagency** (source of training)—
Training provided by an interagency training activity, or by a Federal department, agency, or independent establishment other than the one in which a trainee is currently employed.

**Internal** (source of training)—
Training provided by a Federal department, agency, or independent establishment for its own employees.

**Legal, medical, scientific or engineering** (type of training)—
Education or training in the concepts, principles, theories or techniques of such disciplines as law and medicine; the physical, biological, natural, social or behavioral sciences; education; economics, mathematics and statistics; architecture; engineering; or foreign affairs.

**Long-term**—
Training whose duration is greater than 120 days or more than 960 hours. (On-the-job training is not considered in this report.)

**New Technology** (purpose of training)—
Training to acquire the knowledges, skills, and abilities required to keep abreast of developments in the employee's/individual's occupational field, or in a related field; e.g., the application of new technology; advances in the state-of-the-art; training programs in the use, maintenance, or repair of new and advanced electronic equipment.

**New work assignment** (purpose of training)—
Training to acquire the knowledges, skills, and abilities needed as a result of assignment to new duties and responsibilities when such training is not a part of a planned career development program, e.g., training provided a placement officer who has been newly assigned position classification duties.

**Non-duty hours** (duration)—
The number of off-duty hours (i.e., in non-work status) of training completed by the employee.

**Non-Government** (source of training)—
Training provided by purveyors of training other than the Government of the United States of America.

**Off-the-shelf** (source of training)—
Training provided through a standard educational experience (e.g., enrollment in university or college courses; professional symposia; technical, business, or vocational courses) and furnished by an individual, a commercial or industrial concern, an educational institution, a professional society or association, or by a consultant under contract.

**On-duty hours** (duration)—
The number of duty time hours (i.e., in work status) of training completed by the employee.

**Orientation** (purpose of training)—
Training to provide orientation to the policies, purposes, missions and functions of the employing agency, or the Federal Government for new employees.

**Orientation** (type of training)—
Training of a general nature to provide an understanding of the organization and missions of the Federal Government or the employing agency or activity, or a broad overview and understanding of matters of public policy.

**Participants**—
A count of individuals who attended training; hence, this figure will always be less than or equal to INSTANCES, since one individual may participate in more than one instance of training.

**Percent of total cost**—
The ratio between COST cells and COST.

**Percent of training hours**—
The ratio between DURATION cells and DURATION.

**Percent of total instances**—
The ratio between INSTANCE cells and INSTANCES.

**Percent of total population**—
The ratio between POPULATION cells and POPULATION.

**Population**—
The average number of agency employees during the year in the Central Personnel Data File (CPDF). This figure is based upon end of quarter agency population figures.

**Program/mission change** (purpose of training)—
Training to provide the knowledges, skills, and abilities needed as a result of change in agency mission, policies, programs, or procedures, e.g., training provided tax examiners to acquaint them with new policies and procedures affecting allowable exemptions.

**Purpose** (of training)—
The reason an employee/individual receives training. The reason reflects management's decision

regarding an employee's/individual's need for training.

**Ratio**–
The relation of one amount, *a*, to another, *b*, expressed as *a:b* ("*a* is to *b*") or as a simple fraction, integer, decimal fraction, or percentage; thus the ratio 6:5 may also be expressed as 6/5 or 1.2 (or "1.2 to 1") or 120 percent.

**Short-term**–
Training whose duration is 120 days or less and not more than 960 hours. (On-the-job training is not considered in this report.)

**Source** (of training)–
A general categorization of training in terms of the purveyor and/or the means by which such training was provided.

**Special interest program**–
Training provided employees as part of the *planned action* of the agency in support of a "high interest" program area such as Executive Development or Supervision. This *planned action* reflects management's decisions in support of the training aspects of such programs.

**Specialty and technical** (type of training)–
Training of a specialized or technical nature in the methods and techniques of such fields as investigation, security, police science, supply, procurement, transportation, air traffic control, computer programming, languages, or medical, legal, or scientific support work.

**Staff-hours**–
As used in this report, staff-hours equate with man-hours, i.e., the amount of work done by one person in one hour.

**State and local** (non-Government source of training)–
Training provided by a State, county, or municipal government. Education provided by State-operated or other public educational institutions is excluded.

**Supervision** (Special Interest Program)–
Training provided as a part of the agency's program to train all newly appointed supervisors (FPM Chapter 335, section 3–8b).

**Supervisory** (type of training)–
Education or training in supervisory principles and techniques in such subjects as personnel policies and practices (including equal employment opportunity, merit promotion, and labor relations); human behavior and motivation, communication processes in supervision, work planning, scheduling, and review; and performance evaluation.

**Trade or craft** (type of training)–
Training in the knowledges, skills, and abilities needed in such fields as electrical or electronic equipment installation, maintenance, or repair; tool and diemaking; and welding or carpentry.

**Trade or craft apprenticeship** (purpose of training)–
Training to provide the classroom or group portion of formal training in an apprenticeship program that, together with guided work experience, permits an employee/individual to acquire the knowledges, skills, and abilities needed to meet the requirements for full performance status.

**Type** (of training)–
The principal subject matter area and emphasis of the training provided an employee/individual. (This representation categorizes the subject matter of the training given; not the position of the person trained.)

# Appendix B:
# Agency Abbreviations

| Agency | Abbreviation |
|---|---|
| Action | ACTION |
| Administrative Conference of the United States | ADMIN CONF OF US |
| Agriculture, Department of | AGRIC |
| Air Force, Department of | AF |
| American Revolution Bicentennial Commission | BICENT COMM |
| Appalachian Regional Commission | APPALA REGION COMM |
| Army, Department of | ARMY |
| Atomic Energy Commission | AEC |
| Civil Aeronautics Board | CAB |
| Civil Service Commission | CSC |
| Commerce, Department of | COMMERCE |
| Commission on Civil Rights | COMM CIVIL RIGHTS |
| Commodity Futures Trading Commission | CFTC |
| Community Services Administration | COMMUNITY SVC ADMIN |
| Consumer Product Safety Commission | CONS PROD SAF COMM |
| Cost of Living Council | COLC |
| Defense Agencies, Other | OTHER DEFENSE |
| Energy Research and Development Administration | ERDA |
| Environmental Protection Agency | EPA |
| Equal Employment Opportunity Commission | EEOC |
| Export-Import Bank of the United States | EXPORT-IMPORT BANK |
| Farm Credit Administration | FARM CREDIT ADMIN |
| Federal Communications Commission | FCC |
| Federal Deposit Insurance Corporation | FDIC |
| Federal Energy Administration | FEA |
| Federal Home Loan Bank Board | FHLBB |
| Federal Maritime Commission | FED MARI COMM |
| Federal Mediation and Conciliation Service | FED MED CNCL SVC |
| Federal Power Commission | FPC |
| Federal Trade Commission | FTC |
| General Accounting Office | GAO |
| General Services Administration | GSA |
| Government Printing Office | GPO |
| Health, Education and Welfare, Department of | HEW |
| Housing and Urban Development, Department of | HUD |
| Indian Claims Commission | IND CLAIMS COMM |
| Interior, Department of | INTERIOR |
| International Trade Commission | ITC |

| Agency | Abbreviation |
|---|---|
| Interstate Commerce Commission | ICC |
| Judicial Branch | JUD BRANCH |
| Justice, Department of | JUSTICE |
| Labor, Department of | LABOR |
| Library of Congress | LIB CONG |
| National Aeronautics and Space Administration | NASA |
| National Capital Housing Authority | NAT CAP HOUSING |
| National Capital Planning Commission | NAT CAP PLANNING |
| National Council On Indian Opportunity | NAT COUNC IND OPPOR |
| National Credit Union Administration | NAT CREDIT UNION |
| National Foundation of Arts and Humanities | NAT FOUND ARTS & HUM |
| National Labor Relations Board | NLRB |
| National Mediation Board | NAT MED BD |
| National Science Foundation | NSF |
| Navy, Department of | NAVY |
| Nuclear Regulatory Commission | NRC |
| Occupational Safety and Health Review Commission | OCCUP HEALTH |
| Office of Economic Opportunity | OEO |
| Office of Management and Budget | OMB |
| Office of Telecommunications Policy | OFF TELECOM |
| Overseas Private Investment Corporation | OVERSEAS PVT INVEST |
| Panama Canal Company/Canal Zone Government | PANAMA CANAL |
| Pension Benefit Guaranty Corporation | PENSION BEN CORP |
| Railroad Retirement Board | RR RET BD |
| Renegotiation Board | RENEGO BD |
| Securities and Exchange Commission | SEC |
| Selective Service System | SEL SVC |
| Small Business Administration | SBA |
| Smithsonian Institution | SMITH INST |
| State, Department of/AID | STATE/AID |
| Transportation, Department of | TRANS |
| Treasury, Department of | TREAS |
| United States Arms Control and Disarmament Agency | US ARMS CONTROL |
| United States Information Agency | USIA |
| United States Soldiers' and Airmen's Home | SOLDIERS HOME |
| United States Tax Court | US TAX COURT |
| United States Tariff Commission | US TARIFF |
| Veterans Administration | VA |

# Appendix C: List of Tables


| Table | | Page |
|---|---|---|
| | **Duration** | |
| 1 | Duration of Short-Term Training by Agency | 57 |
| 2 | Duration of Short-Term Training by Purpose, Source, and Type of Training, FY 74–76 | 58 |
| 3 | Duration of Short-Term Training by Pay System, Grade Grouping, and Source, FY 1974 | 59 |
| 4 | Duration of Short-Term Training by Pay System, Grade Grouping, and Source, FY 1975 | 60 |
| 5 | Duration of Short-Term Training by Pay System, Grade Grouping, and Source, FY 1976 | 61 |
| 6 | Duration of Short-Term Training by Pay System, Grade Grouping, and Minority Group Designation, FY 1974 | 62 |
| 7 | Duration of Short-Term Training by Pay System, Grade Grouping, and Minority Group Designation, FY 1975 | 63 |
| 8 | Duration of Short-Term Training by Pay System, Grade Grouping, and Minority Group Designation, FY 1976 | 64 |
| 9 | Duration of Short-Term Training by Pay System, Grade Grouping, and Source by Sex, FY 1974 | 65 |
| 10 | Duration of Short-Term Training by Pay System, Grade Grouping, and Source by Sex, FY 1975 | 65 |
| 11 | Duration of Short-Term Training by Pay System, Grade Grouping, and Source by Sex, FY 1976 | 66 |
| 12 | Average Duration and Average Cost of Short-Term Training, FY 74–76 (by Purpose, Type, and Source of Training) | 67 |
| | **Cost** | |
| 13 | Non-Salary Cost of Short-Term Training by Agency | 68 |
| 14 | Non-Salary Cost of Short-Term Training by Purpose, Type, and Source, FY 74–76 | 69 |
| 15 | Agency Non-Salary Expenditures for Training, FY 1974 | 70 |
| 16 | Agency Non-Salary Expenditures for Training, FY 1975 | 71 |
| 17 | Agency Non-Salary Expenditures for Training, FY 1976 | 72 |
| 18 | Agency Training Expenditures by Source of Training: Average Cost Per Instance and Per Hour, FY 1974 | 73 |
| 19 | Agency Training Expenditures by Source of Training: Average Cost Per Instance and Per Hour, FY 1975 | 74 |
| 20 | Agency Training Expenditures by Source of Training: Average Cost Per Instance and Per Hour, FY 1976 | 75 |
| 21 | Non-Salary Cost of Short-Term Training by Pay System, Grade Grouping, and Source, FY 1974 | 76 |
| 22 | Non-Salary Cost of Short-Term Training by Pay System, Grade Grouping, and Source, FY 1975 | 77 |

| Table | | Page |
|---|---|---|
| 23 | Non-Salary Cost of Short-Term Training by Pay System, Grade Grouping, and Source, FY 1976 | 78 |
| 24 | Cost of Short-Term Training by Pay System, Grade Grouping, and Minority Group Designation, FY 1974 | 79 |
| 25 | Cost of Short-Term Training by Pay System, Grade Grouping, and Minority Group Designation, FY 1975 | 80 |
| 26 | Cost of Short-Term Training by Pay System, Grade Grouping, and Minority Group Designation, FY 1976 | 81 |
| 27 | Non-Salary Cost of Short-Term Training by Pay System, Grade Grouping, and Source by Sex, FY 1974 | 82 |
| 28 | Non-Salary Cost of Short-Term Training by Pay System, Grade Grouping, and Source by Sex, FY 1975 | 82 |
| 29 | Non-Salary Cost of Short-Term Training by Pay System, Grade Grouping, and Source by Sex, FY 1976 | 83 |
| 30 | Duration, Non-Salary Cost, and Instances of Short-Term Training by Pay System, Grade Grouping, and Source, FY 1974 | 84 |
| 31 | Duration, Non-Salary Cost, and Instances of Short-Term Training by Pay System, Grade Grouping, and Source, FY 1975 | 84 |
| 32 | Duration, Non-Salary Cost, and Instances of Short-Term Training by Pay System, Grade Grouping, and Source, FY 1976 | 85 |
| | **Instances** | |
| 33 | Instances of Short-Term Training by Agency | 86 |
| 34 | Instances of Short-Term Training by Purpose, Type, and Source of Training, FY 74–76 | 87 |
| 35 | Instances of Short-Term Training by Pay System, Grade Grouping, and Source, FY 1974 | 88 |
| 36 | Instances of Short-Term Training by Pay System, Grade Grouping, and Source, FY 1975 | 89 |
| 37 | Instances of Short-Term Training by Pay System, Grade Grouping, and Source, FY 1976 | 90 |
| 38 | Instances of Short-Term Training by Pay System, Grade Grouping, and Minority Group Designation, FY 1974 | 91 |
| 39 | Instances of Short-Term Training by Pay System, Grade Grouping, and Minority Group Designation, FY 1975 | 92 |
| 40 | Instances of Short-Term Training by Pay System, Grade Grouping, and Minority Group Designation, FY 1976 | 93 |
| 41 | Instances of Short-Term Training by Pay System, Grade Grouping, and Source by Sex, FY 1974 | 94 |
| 42 | Instances of Short-Term Training by Pay System, Grade Grouping, and Source by Sex, FY 1975 | 94 |
| 43 | Instances of Short-Term Training by Pay System, Grade Grouping, and Source by Sex, FY 1976 | 95 |
| 44 | Comparison of Employee Population and Instances of Short-Term Training by Pay System, Grade Group, and Sex, FY 1974 | 96 |
| 45 | Comparison of Employee Population and Instances of Short-Term Training by Pay System, Grade Group, and Sex, FY 1975 | 97 |
| 46 | Comparison of Employee Population and Instances of Short-Term Training by Pay System, Grade Group, and Sex, FY 1976 | 98 |

| Table | | Page |
|---|---|---|
| 47 | Instance and Duration Ratios of Short-Term Training by Pay System and Grade Grouping, FY 74, 75, and 76 | 99 |
| 48 | Intergovernmental Training by Agency, Instances, and Man-Hours of Training, FY 74–76 (with percentage change between years) | 100 |
| 49 | Salaries of Agency Training Staffs, FY 1974 | 101 |
| 50 | Salaries of Agency Training Staffs, FY 1975 | 103 |
| 51 | Salaries of Agency Training Staffs, FY 1976 | 105 |
| 52 | Ratio of Training Personnel by Agency, FY 1974 | 107 |
| 53 | Ratio of Training Personnel by Agency, FY 1975 | 108 |
| 54 | Ratio of Training Personnel by Agency, FY 1976 | 109 |

# APPENDIX D
# GOVERNMENT-WIDE AND AGENCY TRAINING ACTIVITIES (TABLES)

# Appendix D

## Table 1: Duration of Short-Term Training by Agency

| Agency | Fiscal Year | | | Percent Change Between Years | |
|---|---|---|---|---|---|
| | 1974 | 1975 | 1976 | FY 74-75 | FY 75-76 |
| TOTAL ALL AGENCIES | 33,723,794 | 37,508,595 | 39,895,178 | 11.22 | 6.36 |
| TOTAL DEFENSE | 13,706,708 | 15,575,866 | 17,401,745 | 13.64 | 11.72 |
| Air Force | 3,739,438 | 4,161,960 | 4,665,194 | 11.30 | 12.09 |
| Army | 5,053,207 | 4,887,870 | 6,022,971 | - 3.27 | 23.22 |
| Navy | 3,783,320 | 5,251,105 | 5,544,769 | 38.80 | 5.59 |
| Other Defense | 1,130,743 | 1,274,931 | 1,168,811 | 12.75 | - 8.32 |
| TOTAL NON-DEFENSE | 20,017,086 | 21,932,729 | 22,493,433 | 9.57 | 2.56 |
| AEC | 116,296 | 65,545 | * | -43.64 | — |
| Agriculture | 1,725,080 | 2,283,009 | 2,468,799 | 32.34 | 8.14 |
| Commerce | 562,946 | 531,721 | 620,889 | - 5.55 | 16.77 |
| CSC | 114,672 | 110,929 | 96,326 | - 3.26 | -13.25 |
| Panama Canal | 104,596 | 109,954 | 84,237 | 5.12 | -23.39 |
| Justice | 1,210,718 | 1,354,140 | 1,784,713 | 11.85 | 31.80 |
| Labor | 213,897 | 167,308 | 222,476 | -21.78 | 32.97 |
| FEA | * | 40,474 | 53,119 | -- | 30.36 |
| EEOC | 25,640 | 42,745 | 34,604 | 66.71 | -19.05 |
| EPA | 345,734 | 563,006 | 451,393 | 62.84 | -19.82 |
| ERDA | * | 51,580 | 104,268 | -- | 102.15 |
| FCC | 24,424 | 28,609 | 30,217 | 17.14 | 5.62 |
| FDIC | 135,526 | 107,267 | 122,135 | -20.85 | 13.86 |
| GSA | 575,020 | 584,924 | 438,283 | 1.72 | -25.07 |
| HEW | 2,575,790 | 2,085,339 | 2,220,879 | -19.04 | 6.50 |
| HUD | 275,481 | 422,394 | 284,716 | 53.33 | -32.59 |
| Interior | 2,067,602 | 2,397,078 | 2,345,713 | 15.94 | - 2.14 |
| Action | 19,400 | 43,091 | 51,914 | 122.12 | 20.48 |
| GAO | 154,091 | 187,692 | 195,427 | 21.81 | 4.12 |
| GPO | 33,044 | 62,931 | 33,942 | 90.45 | -46.06 |
| NASA | 520,951 | 549,160 | 666,106 | 5.42 | 21.30 |
| RR Ret Bd | 75,144 | 103,267 | 52,496 | 37.42 | -49.16 |
| SBA | 38,690 | 66,364 | 64,120 | 71.53 | - 3.38 |
| SEC | 15,869 | 28,420 | 10,749 | 79.09 | -62.18 |
| Smithsonian | 22,803 | 38,025 | 35,244 | 66.75 | - 7.31 |
| Selective Service | 23,984 | 18,989 | 6,314 | -20.83 | -66.75 |
| State/AID | 167,786 | 139,221 | 161,871 | -17.02 | 16.27 |
| Transportation | 2,925,560 | 3,395,903 | 3,508,773 | 16.08 | 3.32 |
| Treasury | 4,402,699 | 4,351,786 | 3,834,801 | - 1.16 | -11.88 |
| VA | 1,356,856 | 1,777,754 | 2,252,568 | 31.02 | 26.71 |
| All Others | 186,787 | 224,104 | 256,431 | 19.98 | 14.43 |

*Agency not in existence in year indicated.

# Table 2: Duration of Short-Term Training

BY PURPOSE OF TRAINING

| Purpose | FY 1974 | FY 1975 | FY 1976 | % Change FY 74-75 | % Change FY 75-76 |
|---|---|---|---|---|---|
| ALL PURPOSES | 33,723,794 | 37,508,595 | 39,895,178 | 11.22 | 6.36 |
| Program Change | 1,200,954 | 1,284,929 | 1,042,062 | 6.99 | -18.90 |
| New Technology | 2,610,755 | 2,440,756 | 2,519,074 | - 6.51 | 3.21 |
| New Work Assignment | 3,153,589 | 4,308,457 | 4,100,164 | 36.62 | - 4.83 |
| Improve Performance | 15,254,006 | 17,773,135 | 20,058,053 | 16.52 | 12.86 |
| Future Staffing Needs | 3,546,078 | 4,805,263 | 5,236,146 | 35.51 | 8.97 |
| Develop Unavailable Skills | 5,903,875 | 3,708,389 | 3,487,635 | -37.19 | - 5.95 |
| Trade or Craft Apprenticeship | 876,007 | 1,770,626 | 1,779,696 | 102.12 | 0.51 |
| Orientation | 896,196 | 1,136,527 | 1,393,383 | 26.81 | 22.60 |
| Adult Education | 249,310 | 269,686 | 248,080 | 8.17 | - 8.01 |
| Unspecified | 33,024 | 10,827 | 30,885 | -67.22 | 185.26 |

BY TYPE OF TRAINING

| Type | FY 1974 | FY 1975 | FY 1976 | % Change FY 74-75 | % Change FY 75-76 |
|---|---|---|---|---|---|
| ALL TYPES | 33,723,794 | 37,508,595 | 39,895,178 | 11.22 | 6.36 |
| Executive/Management | 2,154,945 | 2,242,478 | 2,420,236 | 4.06 | 7.93 |
| Supervisory | 3,346,992 | 3,216,048 | 3,319,907 | - 3.91 | 3.23 |
| Legal, Medical, Scientific, Engineering | 5,785,268 | 4,535,458 | 5,053,492 | -21.60 | 11.42 |
| Administration/Analysis | 3,926,227 | 5,090,423 | 5,492,077 | 29.65 | 7.89 |
| Specialty/Technical | 13,170,785 | 13,498,376 | 14,432,628 | 2.49 | 6.92 |
| Clerical | 1,454,639 | 3,565,183 | 3,362,984 | 145.09 | - 5.67 |
| Trades/Crafts | 2,355,857 | 3,337,463 | 3,484,277 | 41.67 | 4.40 |
| Orientation | 1,116,536 | 1,533,615 | 1,860,380 | 37.36 | 21.31 |
| Adult Basic Education | 391,931 | 462,364 | 412,741 | 17.97 | -10.73 |
| Unspecified | 20,614 | 27,187 | 56,456 | 31.89 | 107.66 |

BY SOURCE OF TRAINING

| Source | FY 1974 | FY 1975 | FY 1976 | % Change FY 74-75 | % Change FY 75-76 |
|---|---|---|---|---|---|
| ALL SOURCES | 33,723,794 | 37,508,595 | 39,895,178 | 11.22 | 6.36 |
| Govt: Agency-Internal | 23,074,275 | 25,736,844 | 27,178,600 | 11.54 | 5.60 |
| Govt: Interagency | 3,838,561 | 3,985,223 | 4,451,093 | 3.82 | 11.69 |
| Non-Govt Developed | 1,709,457 | 1,440,888 | 1,410,753 | -15.71 | - 2.09 |
| Non-Govt Off-the-Shelf | 4,920,543 | 6,078,803 | 6,667,483 | 23.54 | 9.68 |
| Non-Govt State & Local | 153,870 | 235,811 | 167,672 | 53.25 | -28.90 |
| Unspecified | 27,088 | 31,026 | 19,577 | 14.54 | -36.90 |

## Table 3: Duration of Short-Term Training by Pay System, Grade Grouping, and Source, FY 1974

| PAY SYSTEM | TOTAL | INTERNAL | INTER-AGENCY | NON-GOVT DEVELOPED | NON-GOVT OFF-SHELF | STATE & LOCAL | UNSPECI-FIED |
|---|---|---|---|---|---|---|---|
| TOTAL ALL PAY SYSTEMS ..... | 33723794 | 23074275 | 3838561 | 1709457 | 4920543 | 153870 | 27088 |
| GENERAL SCHEDULE OR SIMILAR ... | 28472730 | 19138819 | 3387684 | 1445644 | 4348788 | 127370 | 24425 |
| GS-1 THRU 4 ..... | 3221088 | 2191848 | 375806 | 128942 | 503178 | 20261 | 1053 |
| GS-5 THRU 8 ..... | 9833638 | 7403466 | 992923 | 261684 | 1114396 | 53218 | 7951 |
| GS-9 THRU 12 ..... | 11229236 | 7444250 | 1304147 | 573659 | 1852350 | 44335 | 10495 |
| GS-13 THRU 15 ..... | 4078420 | 2067102 | 671270 | 472689 | 852965 | 9468 | 4926 |
| GS-16 THRU 18 ..... | 110348 | 32153 | 43538 | 8670 | 25899 | 88 | 0 |
| PL-313 AND OTHER EXECS ..... | 95235 | 26770 | 22106 | 9765 | 36142 | 452 | 0 |
| TOTAL WAGE SYSTEMS ..... | 3408279 | 2681939 | 278590 | 161101 | 266577 | 17913 | 2159 |
| REGULAR NONSUPERVISORY (WG) .. | 2581360 | 2105750 | 122946 | 126137 | 209900 | 15056 | 1571 |
| REGULAR LEADER (WL) ..... | 123521 | 84484 | 19083 | 4807 | 14513 | 491 | 143 |
| REGULAR SUPERVISORY (WS) ..... | 703398 | 491705 | 136561 | 30157 | 42164 | 2366 | 445 |
| OTHER PAY SYSTEMS ..... | 1681462 | 1175375 | 144583 | 89441 | 263951 | 7948 | 164 |
| UNSPECIFIED PAY SYSTEM ..... | 66088 | 51372 | 5598 | 3506 | 5085 | 187 | 340 |

59

8

## Table 4: Duration of Short-Term Training by Pay System, Grade Grouping, and Source, FY 1975

| PAY SYSTEM | TOTAL | INTERNAL | INTER-AGENCY | NON-GOVT DEVELOPED | NON-GOVT OFF-SHELF | STATE & LOCAL | UNSPECI-FIED |
|---|---|---|---|---|---|---|---|
| TOTAL ALL PAY SYSTEMS ..... | 37508595 | 25736844 | 3985223 | 1440888 | 6078803 | 235811 | 31026 |
| GENERAL SCHEDULE OR SIMILAR ... | 30970685 | 20597705 | 3576489 | 1260141 | 5352718 | 157508 | 26124 |
| GS-1 THRU 4 ..... | 4001579 | 2744855 | 432568 | 148840 | 649701 | 23410 | 2205 |
| GS-5 THRU 8 ..... | 10532357 | 7565350 | 1115925 | 279396 | 1495864 | 70767 | 5055 |
| GS-9 THRU 12 ..... | 12122605 | 8023346 | 1302867 | 520181 | 2212760 | 51334 | 12117 |
| GS-13 THRU 15 ..... | 4211082 | 2239778 | 682589 | 302791 | 967538 | 11868 | 6518 |
| GS-16 THRU 18 ..... | 103062 | 24376 | 42540 | 8933 | 26855 | 129 | 229 |
| PL-313 AND OTHER EXECS ..... | 100529 | 31850 | 17375 | 5877 | 45022 | 237 | 168 |
| TOTAL WAGE SYSTEMS ..... | 3874247 | 3070780 | 264428 | 125708 | 379132 | 30299 | 3900 |
| REGULAR NONSUPERVISORY (WG).. | 3042466 | 2479895 | 137289 | 93402 | 306232 | 22298 | 3350 |
| REGULAR LEADER (WL) ..... | 120716 | 81485 | 16388 | 4577 | 16852 | 1398 | 16 |
| REGULAR SUPERVISORY (WS) ..... | 711065 | 509400 | 110751 | 27729 | 56048 | 6603 | 534 |
| OTHER PAY SYSTEMS ..... | 2526178 | 2010426 | 122464 | 48770 | 297132 | 46552 | 834 |
| UNSPECIFIED PAY SYSTEM ..... | 36956 | 26083 | 4467 | 392 | 4799 | 1215 | 0 |

50

## Table 5: Duration of Short-Term Training by Pay System, Grade Grouping, and Source, FY 1976

| PAY SYSTEM | TOTAL | INTERNAL | INTER-AGENCY | NON-GOVT DEVELOPED | NON-GOVT OFF-SHELF | STATE & LOCAL | UNSPECI-FIED |
|---|---|---|---|---|---|---|---|
| TOTAL ALL PAY SYSTEMS ..... | 39895178 | 27178600 | 4451093 | 1410753 | 6667483 | 167672 | 19577 |
| GENERAL SCHEDULE OR SIMILAR .. | 33021570 | 21854513 | 3986518 | 1167183 | 5863377 | 132097 | 17882 |
| GS-1 THRU 4 ..... | 4046334 | 2802042 | 429747 | 100341 | 689072 | 23489 | 1643 |
| GS-5 THRU 8 ..... | 11254264 | 8031376 | 1240251 | 262144 | 1667192 | 48483 | 4818 |
| GS-9 THRU 12 ..... | 13358200 | 8763453 | 1526559 | 514151 | 2496145 | 48681 | 9211 |
| GS-13 THRU 15 ..... | 4273867 | 2237879 | 748880 | 285562 | 988101 | 11291 | 2154 |
| GS-16 THRU 18 ..... | 88905 | 19763 | 41081 | 4985 | 22867 | 153 | 56 |
| PL-313 AND OTHER EXECS ..... | 49561 | 19465 | 19062 | 1377 | 9493 | 164 | 0 |
| TOTAL WAGE SYSTEMS ..... | 4190099 | 3373992 | 243295 | 128343 | 415550 | 27631 | 1288 |
| REGULAR NONSUPERVISORY (WG) . | 3357155 | 2784967 | 117856 | 101728 | 326374 | 25270 | 960 |
| REGULAR LEADER (WL) ..... | 117201 | 86991 | 11648 | 6404 | 11820 | 338 | 0 |
| REGULAR SUPERVISORY (WS) .... | 715743 | 502034 | 113791 | 20211 | 77356 | 2023 | 328 |
| OTHER PAY SYSTEMS ..... | 2602203 | 1914024 | 198179 | 112870 | 369187 | 7536 | 407 |
| UNSPECIFIED PAY SYSTEM ..... | 31745 | 16606 | 4039 | 980 | 9876 | 244 | 0 |

# Table 6: Duration of Short-Term Training by Pay System, Grade Grouping, and Minority Group Designation, FY 1974
## (Man-Hours in Thousands)

| Pay System | Total All Employees | | Total Minority | | Black | | Spanish Surnamed | | American Indian | | Oriental | | Unspecified | | Total Other Employees | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Man-Hours | % | Man-Hours | % | Man-Hours | % | Man-Hours | % | Man-Hours | % | Man-Hours | % | Man-Hours | % | Man-Hours | % |
| TOTAL ALL PAY SYSTEMS | 33724 | 100.00 | 5322 | 100.00 | 3707 | 100.00 | 1007 | 100.00 | 268 | 100.00 | 340 | 100.00 | 518 | 100.00 | 27884 | 100.00 |
| TOTAL GENERAL SCHEDULE OR SIMILAR | 28473 | 84.43 | 4408 | 82.82 | 3170 | 85.51 | 748 | 74.29 | 206 | 76.86 | 284 | 83.59 | 405 | 78.33 | 23660 | 84.85 |
| GS-1 THRU 4 | 3221 | 9.55 | 1039 | 19.53 | 836 | 22.54 | 123 | 12.26 | 60 | 22.31 | 20 | 5.95 | 112 | 21.60 | 2070 | 7.42 |
| GS-5 THRU 8 | 9834 | 29.16 | 1974 | 37.10 | 1444 | 38.96 | 354 | 35.10 | 71 | 26.53 | 105 | 30.93 | 132 | 25.47 | 7728 | 27.71 |
| GS-9 THRU 12 | 11229 | 33.30 | 1145 | 21.51 | 737 | 19.89 | 222 | 22.05 | 64 | 23.74 | 122 | 35.98 | 130 | 25.13 | 9954 | 35.70 |
| GS-13 THRU 15 | 4079 | 12.09 | 243 | 4.55 | 148 | 3.99 | 49 | 4.80 | 11 | 4.26 | 35 | 10.18 | 31 | 6.05 | 3805 | 13.64 |
| GS-16 THRU 18 | 110 | 0.33 | 7 | 0.14 | 5 | 0.13 | 0 | 0.07 | * | 0.01 | 2 | 0.55 | * | 0.08 | 103 | 0.37 |
| PL-313 & OTHER EXECS | 95 | 0.28 | 17 | 0.33 | 8 | 0.21 | 2 | 0.19 | 5 | 2.09 | 2 | 0.66 | 1 | 0.10 | 77 | 0.28 |
| TOTAL WAGE SYSTEMS | 3408 | 10.11 | 661 | 12.43 | 361 | 9.75 | 221 | 21.96 | 49 | 18.30 | 30 | 8.81 | 80 | 15.41 | 2667 | 9.56 |
| REGULAR NONSUPERVISORY (WG) | 2581 | 7.65 | 510 | 9.60 | 271 | 7.32 | 176 | 17.48 | 38 | 14.47 | 25 | 7.23 | 64 | 12.35 | 2007 | 7.20 |
| REGULAR LEADER (WL) | 124 | 0.37 | 29 | 0.54 | 17 | 0.46 | 8 | 0.85 | 3 | 0.85 | 1 | 0.21 | 2 | 0.30 | 93 | 0.33 |
| REGULAR SUPERVISORY (WS) | 703 | 2.09 | 122 | 2.30 | 73 | 1.97 | 37 | 3.63 | 8 | 2.97 | 4 | 1.37 | 14 | 2.76 | 567 | 2.03 |
| OTHER PAY SYSTEMS | 1682 | 4.99 | 231 | 4.32 | 165 | 4.44 | 35 | 3.40 | 7 | 2.67 | 24 | 7.07 | 30 | 5.78 | 1421 | 5.10 |
| UNSPECIFIED PAY SYSTEM | 66 | 0.20 | 5 | 0.10 | 3 | 0.08 | 1 | 0.16 | 1 | 0.08 | * | 0.06 | 2 | 0.37 | 59 | 0.21 |

*Less than 1,000 man-hours.

# Table 7: Duration of Short-Term Training by Pay System, Grade Grouping, and Minority Group Designation, FY 1975
## (Man-Hours in Thousands)

| Pay System | Total All Employees | | Total Minority | | Black | | Spanish Surnamed | | American Indian | | Oriental | | Unspecified | | Total Other Employees | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Man-Hours | % | Man-Hours | % | Man-Hours | % | Man-Hours | % | Man-Hours | % | Man-Hours | % | Man-Hours | % | Man-Hours | % |
| TOTAL ALL PAY SYSTEMS ..... | 37509 | 100.00 | 6000 | 100.00 | 4272 | 100.00 | 1088 | 100.00 | 282 | 100.00 | 358 | 100.00 | 588 | 100.00 | 30921 | 100.00 |
| TOTAL GENERAL SCHEDULE OR SIMILAR .. | 30971 | 82.57 | 4853 | 80.88 | 3549 | 83.07 | 785 | 72.21 | 231 | 81.85 | 288 | 80.39 | 466 | 79.18 | 25652 | 82.96 |
| GS-1 THRU 4 ..... | 4002 | 10.67 | 1146 | 19.09 | 906 | 21.19 | 138 | 12.69 | 81 | 28.73 | 21 | 5.84 | 129 | 21.92 | 2727 | 8.82 |
| GS-5 THRU 8 ..... | 10532 | 28.08 | 2111 | 35.18 | 1614 | 37.78 | 326 | 29.95 | 71 | 24.98 | 100 | 28.08 | 168 | 28.55 | 8253 | 26.69 |
| GS-9 THRU 12 ..... | 12123 | 32.32 | 1318 | 21.97 | 854 | 19.99 | 274 | 25.18 | 63 | 22.49 | 127 | 35.43 | 137 | 23.32 | 10668 | 34.50 |
| GS-13 THRU 15 ..... | 4211 | 11.23 | 274 | 4.57 | 172 | 4.03 | 47 | 4.35 | 16 | 5.49 | 39 | 10.97 | 31 | 5.28 | 3906 | 12.63 |
| GS-16 THRU 18 ..... | 103 | 0.27 | 4 | 0.07 | 3 | 0.07 | * | 0.04 | * | 0.16 | 1 | 0.07 | 1 | 0.11 | 98 | 0.16 |
| PL-313 & OTHER EXECS ..... | 101 | 0.27 | 14 | 0.23 | 8 | 0.19 | 3 | 0.22 | * | 0.07 | 3 | 0.75 | * | 0.04 | 87 | 0.28 |
| TOTAL WAGE SYSTEMS ..... | 3874 | 10.33 | 740 | 12.34 | 419 | 9.80 | 243 | 22.39 | 47 | 16.73 | 31 | 8.68 | 72 | 12.19 | 3062 | 9.90 |
| REGULAR NONSUPERVISORY (WG) ..... | 3042 | 8.11 | 592 | 9.88 | 331 | 7.75 | 197 | 18.12 | 39 | 13.87 | 25 | 7.12 | 59 | 10.06 | 2390 | 7.73 |
| REGULAR LEADER (WL) ..... | 121 | 0.32 | 30 | 0.50 | 16 | 0.37 | 11 | 1.07 | 2 | 0.66 | 1 | 0.15 | 3 | 0.39 | 89 | 0.29 |
| REGULAR SUPERVISORY (WS) ..... | 711 | 1.90 | 118 | 1.97 | 72 | 1.68 | 35 | 3.21 | 6 | 2.21 | 5 | 1.42 | 10 | 1.73 | 583 | 1.89 |
| OTHER PAY SYSTEMS ..... | 2526 | 6.73 | 387 | 6.45 | 292 | 6.84 | 55 | 5.04 | 4 | 1.31 | 36 | 10.10 | 48 | 8.28 | 2091 | 6.76 |
| UNSPECIFIED PAY SYSTEM ..... | 37 | 0.10 | 6 | 0.10 | 4 | 0.09 | 2 | 0.13 | * | 0.04 | * | 0.07 | 2 | 0.31 | 29 | 0.09 |

*Less than 1,000 man-hours.

# Table 8: Duration of Short-Term Training by Pay System, Grade Grouping, and Minority Group Designation, FY 1976
## (Man-Hours in Thousands)

| Pay System | Total All Employees | | Total Minority | | Black | | Spanish Surnamed | | American Indian | | Oriental | | Unspecified | | Total Other Employees | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Man-Hours | % | Man-Hours | % | Man-Hours | % | Man-Hours | % | Man-Hours | % | Man-Hours | % | Man-Hours | % | Man-Hours | % |
| TOTAL ALL PAY SYSTEMS | 39895 | 100.00 | 6243 | 100.00 | 4144 | 100.00 | 1325 | 100.00 | 307 | 100.00 | 467 | 100.00 | 1625 | 100.00 | 32027 | 100.00 |
| TOTAL GENERAL SCHEDULE OR SIMILAR | 33021 | 82.77 | 5012 | 80.29 | 3439 | 82.98 | 942 | 71.14 | 253 | 82.19 | 378 | 81.05 | 1177 | 72.40 | 26832 | 83.78 |
| GS-1 THRU 4 | 4046 | 10.14 | 1004 | 16.09 | 778 | 18.77 | 135 | 10.18 | 63 | 20.63 | 28 | 6.07 | 378 | 23.25 | 2664 | 8.32 |
| GS-5 THRU 8 | 11254 | 28.21 | 2200 | 35.25 | 1553 | 37.49 | 437 | 33.00 | 92 | 29.95 | 118 | 25.27 | 501 | 30.79 | 8553 | 26.71 |
| GS-9 THRU 12 | 13358 | 33.48 | 1517 | 24.30 | 938 | 22.63 | 315 | 23.80 | 80 | 25.87 | 184 | 39.47 | 250 | 15.39 | 11591 | 36.19 |
| GS-13 THRU 15 | 4274 | 10.71 | 286 | 4.57 | 166 | 4.00 | 55 | 4.14 | 17 | 5.63 | 48 | 10.19 | 46 | 2.84 | 3942 | 12.31 |
| GS-16 THRU 18 | 89 | 0.22 | 5 | 0.08 | 4 | 0.10 | * | 0.03 | 1 | 0.12 | * | 0.05 | 2 | 0.13 | 82 | 0.26 |
| PL-313 & OTHER EXECS | 50 | 0.12 | 1 | 0.02 | 1 | 0.02 | * | 0.00 | * | 0.01 | * | 0.01 | 19 | 1.17 | 30 | 0.09 |
| TOTAL WAGE SYSTEMS | 4190 | 10.50 | 894 | 14.32 | 505 | 12.19 | 304 | 22.96 | 47 | 15.44 | 38 | 8.05 | 125 | 7.72 | 3171 | 9.90 |
| REGULAR NONSUPERVISORY (WG) | 3357 | 8.41 | 728 | 11.67 | 403 | 9.73 | 255 | 19.28 | 38 | 12.26 | 32 | 6.81 | 96 | 5.94 | 2533 | 7.91 |
| REGULAR LEADER (WL) | 117 | 0.29 | 25 | 0.41 | 16 | 0.38 | 8 | 0.59 | 1 | 0.37 | | 0.16 | 3 | 0.18 | 89 | 0.28 |
| REGULAR SUPERVISORY (WS) | 716 | 1.79 | 141 | 2.25 | 86 | 2.07 | 41 | 3.08 | 8 | 2.80 | 6 | 1.08 | 26 | 1.60 | 549 | 1.72 |
| OTHER PAY SYSTEMS | 2602 | 6.52 | 332 | 5.31 | 197 | 4.76 | 77 | 5.76 | 7 | 2.28 | 51 | 10.86 | 296 | 18.25 | 1974 | 6.12 |
| UNSPECIFIED PAY SYSTEM | 32 | 0.08 | 4 | 0.07 | 2 | 0.05 | 2 | 0.14 | * | 0.08 | * | 0.03 | 8 | 0.46 | 20 | 0.06 |

*Less than 1,000 man-hours.

## Table 9: Duration of Short-Term Training by Pay System, Grade Grouping, and Source by Sex, FY 1974

| PAY SYSTEM | TOTAL | | | GOVT: INTERNAL | | | GOVT: INTERAGENCY | | | NON-GOVERNMENT | | | UNSPECIFIED | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | TOTAL | MEN | WOMEN | TOTAL | MEN | WOMEN | TOTAL | MEN | WOMEN | TOTAL | MEN | WOMEN | TOTAL | MEN | WOMEN |
| TOTAL ALL PAY SYSTEMS | 33723794 | 25091473 | 8318753 | 23074275 | 17648219 | 5143680 | 3838561 | 2549084 | 1277516 | 6783870 | 4873372 | 1891733 | 27088 | 20798 | 5824 |
| GENERAL SCHEDULE OR SIMILAR | 28472730 | 20426228 | 7811322 | 19138819 | 14098949 | 4816962 | 3387684 | 2151019 | 1232546 | 5921802 | 4157785 | 1755998 | 24425 | 18475 | 5816 |
| GS-1 THRU 4 | 3221088 | 834796 | 2225438 | 2191848 | 644464 | 1389726 | 375806 | 46932 | 328296 | 652391 | 143283 | 506480 | 1053 | 117 | 936 |
| GS-5 THRU 8 | 9833638 | 5736409 | 4034285 | 7403466 | 4762167 | 2582720 | 992923 | 375564 | 615616 | 1429298 | 593804 | 832872 | 7951 | 4874 | 3077 |
| GS-9 THRU 12 | 11229236 | 9822950 | 1396474 | 7444250 | 6652726 | 785420 | 1304147 | 1053272 | 249498 | 2470344 | 2108172 | 359841 | 10495 | 8780 | 1715 |
| GS-13 THRU 15 | 4078420 | 3923882 | 152968 | 2067102 | 2007799 | 58736 | 671270 | 632356 | 38493 | 1335122 | 1279023 | 55651 | 4926 | 4704 | 88 |
| GS-16 THRU 18 | 110348 | 108191 | 2157 | 32153 | 31793 | 360 | 43538 | 42895 | 643 | 34657 | 33503 | 1154 | 0 | 0 | 0 |
| PL-313 AND OTHER EXECS | 95235 | 72582 | 3288 | 26770 | 16578 | 609 | 22106 | 17894 | 256 | 46359 | 38110 | 2423 | 0 | 0 | 0 |
| TOTAL WAGE SYSTEMS | 3408279 | 3264288 | 139436 | 2681939 | 2573006 | 105406 | 278590 | 268035 | 10227 | 445691 | 421088 | 23803 | 2159 | 2159 | 0 |
| REGULAR NONSUPERVISORY (WO) | 2581360 | 2461201 | 115724 | 2105750 | 2013737 | 88486 | 122946 | 115311 | 7387 | 351093 | 330582 | 19851 | 1571 | 1571 | 0 |
| REGULAR LEADER (WL) | 123521 | 117909 | 5612 | 84484 | 80755 | 3729 | 19083 | 18543 | 540 | 19811 | 18468 | 1343 | 143 | 143 | 0 |
| REGULAR SUPERVISORY (WS) | 703398 | 685178 | 18100 | 491705 | 478514 | 13191 | 136561 | 134181 | 2300 | 74687 | 72038 | 2609 | 445 | 445 | 0 |
| OTHER PAY SYSTEMS | 1681462 | 1301138 | 356173 | 1175375 | 943263 | 214421 | 144593 | 108083 | 33496 | 361340 | 249628 | 108256 | 164 | 164 | 0 |
| UNSPECIFIED PAY SYSTEM | 66086 | 27237 | 8534 | 51372 | 16423 | 6282 | 5598 | 4053 | 991 | 8778 | 6761 | 1253 | 340 | 0 | 8 |

## Table 10: Duration of Short-Term Training by Pay System, Grade Grouping, and Source by Sex, FY 1975

| PAY SYSTEM | TOTAL | | | GOVT: INTERNAL | | | GOVT: INTERAGENCY | | | NON-GOVERNMENT | | | UNSPECIFIED | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | TOTAL | MEN | WOMEN | TOTAL | MEN | WOMEN | TOTAL | MEN | WOMEN | TOTAL | MEN | WOMEN | TOTAL | MEN | WOMEN |
| TOTAL ALL PAY SYSTEMS | 37508595 | 27193282 | 10164808 | 25736844 | 19271418 | 6345545 | 3985223 | 2545073 | 1431503 | 7755502 | 5352301 | 2381142 | 31026 | 24400 | 6618 |
| GENERAL SCHEDULE OR SIMILAR | 30970685 | 21317069 | 9533046 | 20597705 | 14575335 | 5921411 | 3576489 | 2179864 | 1390282 | 6770367 | 4542206 | 2214901 | 26124 | 19664 | 6452 |
| GS-1 THRU 4 | 4001579 | 1081843 | 2876594 | 2744855 | 824663 | 1881580 | 432568 | 65152 | 366148 | 821951 | 191819 | 626871 | 2205 | 202 | 1995 |
| GS-5 THRU 8 | 10532357 | 5646704 | 4826076 | 7565350 | 4493628 | 3020044 | 1115925 | 397501 | 718438 | 1846027 | 753599 | 1086555 | 5055 | 2016 | 3039 |
| GS-9 THRU 12 | 12122605 | 10454414 | 1652803 | 8023346 | 7063021 | 950672 | 1302867 | 1034908 | 265425 | 2784275 | 2345520 | 435554 | 12117 | 10965 | 1152 |
| GS-13 THRU 15 | 4211082 | 4032921 | 175778 | 2239778 | 2170144 | 68658 | 682589 | 640297 | 41770 | 1282197 | 1216228 | 65084 | 6518 | 6252 | 266 |
| GS-16 THRU 18 | 103062 | 101187 | 1795 | 24376 | 23879 | 457 | 42540 | 41999 | 501 | 35917 | 35080 | 837 | 229 | 229 | 0 |
| PL-313 AND OTHER EXECS | 100529 | 82905 | 3562 | 31850 | 23102 | 745 | 17375 | 16153 | 338 | 51136 | 43482 | 2499 | 168 | 168 | 0 |
| TOTAL WAGE SYSTEMS | 3874247 | 3702329 | 169171 | 3070780 | 2937094 | 131024 | 264428 | 254705 | 9723 | 535139 | 506740 | 28314 | 3900 | 3790 | 110 |
| REGULAR NONSUPERVISORY (WO) | 3042466 | 2889736 | 150343 | 2479895 | 2359879 | 117714 | 137289 | 130804 | 6485 | 421932 | 395773 | 26074 | 3350 | 3280 | 70 |
| REGULAR LEADER (WL) | 120716 | 116177 | 4387 | 81485 | 78005 | 3328 | 16388 | 15944 | 444 | 22827 | 22212 | 615 | 16 | 16 | 0 |
| REGULAR SUPERVISORY (WS) | 711065 | 696416 | 14441 | 509400 | 499210 | 9982 | 110751 | 107957 | 2794 | 90380 | 88755 | 1625 | 534 | 494 | 40 |
| OTHER PAY SYSTEMS | 2526178 | 2065410 | 452395 | 2010426 | 1717066 | 287672 | 122464 | 91146 | 30686 | 392454 | 256420 | 133981 | 834 | 778 | 56 |
| UNSPECIFIED PAY SYSTEM | 36956 | 25569 | 6614 | 26083 | 18821 | 4693 | 4467 | 3205 | 474 | 6406 | 3543 | 1447 | 0 | 0 | 0 |

## Table 11: Duration of Short-Term Training by Pay System, Grade Grouping, and Source by Sex, FY 1976

| PAY SYSTEM | TOTAL | | | GOVT: INTERNAL | | | GOVT: INTERAGENCY | | | NON-GOVERNMENT | | | UNSPECIFIED | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | TOTAL | MEN | WOMEN | TOTAL | MEN | WOMEN | TOTAL | MEN | WOMEN | TOTAL | MEN | WOMEN | TOTAL | MEN | WOMEN |
| TOTAL ALL PAY SYSTEMS | 39895178 | 28760873 | 10964280 | 27178600 | 20399278 | 6652358 | 4451093 | 2803785 | 1634918 | 8245908 | 5543126 | 2673144 | 19577 | 15684 | 3860 |
| GENERAL SCHEDULE OR SIMILAR | 33021570 | 22636545 | 10252717 | 21854513 | 15597314 | 6151408 | 3986518 | 2381137 | 1597466 | 7162657 | 4644067 | 2500021 | 17882 | 14027 | 3822 |
| GS-1 THRU 4 | 4046334 | 1112453 | 2902843 | 2802042 | 889984 | 1886133 | 429747 | 48745 | 379370 | 812902 | 173192 | 636229 | 1643 | 532 | 1111 |
| GS-5 THRU 8 | 11254264 | 6063202 | 5121113 | 8031376 | 4903003 | 3065158 | 1240251 | 411684 | 826138 | 1977819 | 745762 | 1227785 | 4818 | 2753 | 2032 |
| GS-9 THRU 12 | 13358200 | 11304715 | 2026927 | 8763453 | 7626201 | 1122908 | 1526559 | 1176766 | 347116 | 3058977 | 2493192 | 556248 | 9211 | 8556 | 655 |
| GS-13 THRU 15 | 4273867 | 4068865 | 200311 | 2237879 | 2158474 | 77098 | 748880 | 703553 | 44166 | 1284954 | 1204708 | 79023 | 2154 | 2130 | 24 |
| GS-16 THRU 18 | 89905 | 87310 | 1523 | 19763 | 19652 | 111 | 41081 | 40389 | 676 | 28005 | 27213 | 736 | 56 | 56 | 0 |
| PL-313 AND OTHER EXECS | 49581 | 30178 | 120 | 19465 | 8634 | 16 | 19062 | 16485 | 0 | 11034 | 5059 | 104 | 0 | 0 | 0 |
| TOTAL WAGE SYSTEMS | 4190099 | 4004455 | 184446 | 3373992 | 3231054 | 142116 | 243295 | 236018 | 6985 | 571524 | 536133 | 35307 | 1288 | 1250 | 38 |
| REGULAR NONSUPERVISORY (WO) | 3357155 | 3193471 | 162740 | 2784967 | 2656571 | 127804 | 117856 | 113528 | 4036 | 453372 | 422450 | 30862 | 960 | 922 | 38 |
| REGULAR LEADER (WL) | 117201 | 113684 | 3453 | 86991 | 84654 | 2263 | 11648 | 11152 | 496 | 18562 | 17868 | 694 | 0 | 0 | 0 |
| REGULAR SUPERVISORY (WS) | 715743 | 697300 | 18253 | 502034 | 489819 | 12049 | 113791 | 111338 | 2453 | 99590 | 95815 | 3751 | 328 | 328 | 0 |
| OTHER PAY SYSTEMS | 2602203 | 2068008 | 521740 | 1914024 | 1552081 | 355395 | 198179 | 166665 | 29622 | 489593 | 348855 | 136723 | 407 | 407 | 0 |
| UNSPECIFIED PAY SYSTEM | 31745 | 21687 | 5257 | 16606 | 10195 | 3423 | 4039 | 2480 | 845 | 11100 | 9012 | 989 | 0 | 0 | 0 |

# Table 12: Average Duration and Average Cost of Short-Term Training, FY 74-76

BY PURPOSE OF TRAINING

| Purpose | Fiscal Year 1974 | | Fiscal Year 1975 | | Fiscal Year 1976 | |
|---|---|---|---|---|---|---|
| | Average Duration In Hours | Average Cost In Dollars | Average Duration In Hours | Average Cost In Dollars | Average Duration In Hours | Average Cost In Dollars |
| ALL PURPOSES | 46 | 154 | 43 | 144 | 41 | 154 |
| Program Change | 32 | 87 | 28 | 79 | 29 | 81 |
| New Technology | 42 | 180 | 38 | 170 | 39 | 200 |
| New Work Assignment | 68 | 229 | 67 | 199 | 69 | 233 |
| Improve Performance | 36 | 131 | 35 | 126 | 33 | 132 |
| Future Staffing Needs | 65 | 208 | 59 | 154 | 60 | 167 |
| Develop Unavailable Skills | 102 | 329 | 91 | 467 | 101 | 617 |
| Trade or Craft Apprenticeship | 156 | 70 | 222 | 81 | 209 | 55 |
| Orientation | 22 | 40 | 22 | 41 | 24 | 24 |
| Adult Education | 31 | 39 | 25 | 28 | 29 | 31 |
| Unspecified | 81 | 229 | 63 | 338 | 69 | 137 |

BY TYPE OF TRAINING

| Type | | | | | | |
|---|---|---|---|---|---|---|
| ALL TYPES | 46 | 154 | 43 | 144 | 41 | 154 |
| Executive/Management | 43 | 261 | 39 | 239 | 40 | 249 |
| Supervisory | 35 | 120 | 33 | 83 | 31 | 90 |
| Legal, Medical, Scientific, Engineering | 60 | 212 | 42 | 179 | 41 | 194 |
| Administration/Analysis | 36 | 124 | 32 | 116 | 30 | 119 |
| Specialty/Technical | 55 | 189 | 55 | 210 | 52 | 222 |
| Clerical | 31 | 64 | 47 | 101 | 45 | 108 |
| Trades/Crafts | 64 | 121 | 85 | 98 | 77 | 126 |
| Orientation | 20 | 29 | 19 | 22 | 21 | 19 |
| Adult Basic Education | 46 | 82 | 42 | 85 | 40 | 95 |
| Unspecified | 86 | 400 | 82 | 109 | 35 | 141 |

BY SOURCE OF TRAINING

| Source | | | | | | |
|---|---|---|---|---|---|---|
| ALL SOURCES | 46 | 154 | 43 | 144 | 41 | 154 |
| Govt: Agency-Internal | 50 | 127 | 46 | 119 | 44 | 130 |
| Govt: Interagency | 37 | 173 | 36 | 180 | 36 | 185 |
| Non-Govt: Developed | 41 | 275 | 34 | 142 | 33 | 157 |
| Non-Govt: Off-the-Shelf | 38 | 201 | 39 | 206 | 37 | 213 |
| Non-Govt: State & Local | 32 | 87 | 49 | 227 | 32 | 102 |
| Unspecified | 55 | 231 | 42 | 274 | 50 | 160 |

# Table 13: Non-Salary Cost of Short-Term Training by Agency

| Agency | Fiscal Year | | | Percent Change Between Years | |
|---|---|---|---|---|---|
| | 1974 | 1975 | 1976 | FY 74-75 | FY 75-76 |
| TOTAL ALL AGENCIES | 113,158,300 | 124,857,274 | 147,522,469 | 10.34 | 18.15 |
| TOTAL DEFENSE | 33,833,885 | 32,959,219 | 43,809,537 | - 2.58 | 32.92 |
| Air Force | 9,026,358 | 8,073,829 | 10,941,742 | -10.55 | 35.52 |
| Army | 13,971,432 | 12,815,844 | 18,509,605 | - 8.27 | 44.43 |
| Navy | 7,680,453 | 8,815,676 | 11,333,466 | 14.78 | 28.56 |
| Other Defense | 3,155,632 | 3,253,870 | 3,024,724 | 3.11 | - 7.04 |
| TOTAL NON-DEFENSE | 79,324,415 | 91,898,055 | 103,712,932 | 15.85 | 12.86 |
| AEC | 919,700 | 498,498 | * | -45.80 | -- |
| Agriculture | 17,823,323 | 23,338,104 | 26,568,963 | 30.94 | 13.84 |
| Commerce | 2,246,648 | 2,243,359 | 2,689,050 | - 0.15 | 19.87 |
| CSC | 395,334 | 379,721 | 341,514 | - 3.95 | -10.06 |
| Panama Canal | 237,394 | 212,738 | 125,412 | -10.39 | -41.05 |
| Justice | 2,851,773 | 3,649,900 | 4,682,939 | 27.99 | 28.30 |
| Labor | 1,010,814 | 721,129 | 986,944 | -28.66 | 36.86 |
| FEA | * | 179,432 | 232,056 | -- | 29.33 |
| EEOC | 134,651 | 185,340 | 131,722 | 37.64 | -29.93 |
| EPA | 731,506 | 1,263,547 | 1,014,807 | 72.73 | -19.69 |
| ERDA | * | 253,721 | 623,912 | -- | 145.90 |
| FCC | 94,421 | 126,351 | 130,535 | 33.82 | 3.31 |
| FDIC | 717,283 | 634,400 | 776,744 | -11.56 | 22.44 |
| GSA | 1,442,753 | 1,642,915 | 1,487,247 | 13.87 | - 9.48 |
| HEW | 4,286,451 | 3,985,543 | 4,530,491 | - 7.02 | 13.67 |
| HUD | 729,837 | 1,725,929 | 1,287,531 | 136.48 | -25.40 |
| Interior | 4,879,850 | 6,100,989 | 6,447,157 | 25.02 | 5.67 |
| Action | 80,940 | 124,836 | 122,878 | 54.23 | - 1.57 |
| GAO | 949,958 | 749,396 | 853,884 | -21.11 | 13.94 |
| GPO | 96,255 | 96,811 | 122,522 | 0.57 | 26.56 |
| NASA | 1,980,801 | 2,059,745 | 2,532,430 | 3.98 | 22.95 |
| RR Ret Bd | 136,832 | 210,686 | 129,841 | 53.97 | -38.37 |
| SBA | 160,410 | 315,123 | 341,182 | 96.45 | 8.27 |
| SEC | 56,085 | 43,569 | 43,084 | -22.32 | - 1.11 |
| Smithsonian | 66,191 | 115,435 | 106,907 | 74.40 | - 7.39 |
| Selective Service | 64,096 | 5,584 | 2,873 | -91.29 | -48.55 |
| State/AID | 716,177 | 688,404 | 869,131 | - 3.88 | 26.25 |
| Transportation | 22,726,547 | 26,045,224 | 29,504,864 | 14.60 | 13.28 |
| Treasury | 9,943,273 | 9,174,125 | 10,813,225 | - 7.74 | 17.87 |
| VA | 3,022,358 | 4,082,973 | 4,866,420 | 35.09 | 19.19 |
| All Others | 822,754 | 1,044,528 | 1,346,667 | 26.96 | 28.93 |

*Agency not in existence in year indicated.

# Table 14: Non-Salary Cost of Short-Term Training

BY PURPOSE OF TRAINING

| Purpose | FY 1974 | FY 1975 | FY 1976 | % Change FY 74-75 | % Change FY 75-76 |
|---|---|---|---|---|---|
| ALL PURPOSES | 113,158,300 | 124,857,274 | 147,522,469 | 10.34 | 18.15 |
| Program Change | 3,186,783 | 3,530,252 | 2,834,783 | 10.78 | -19.70 |
| New Technology | 11,176,269 | 10,866,397 | 12,810,758 | - 2.77 | 17.89 |
| New Work Assignment | 10,495,294 | 12,705,290 | 13,790,695 | 21.06 | 8.54 |
| Improve Performance | 55,600,842 | 63,120,379 | 80,171,415 | 13.52 | 27.01 |
| Future Staffing Needs | 11,303,889 | 12,462,150 | 14,419,845 | 10.25 | 15.71 |
| Develop Unavailable Skills | 19,032,695 | 19,027,067 | 21,289,909 | - 0.03 | 11.89 |
| Trade or Craft Apprenticeship | 396,055 | 649,387 | 471,644 | 63.96 | -27.37 |
| Orientation | 1,565,353 | 2,129,091 | 1,400,133 | 36.01 | -34.24 |
| Adult Education | 308,508 | 309,795 | 272,192 | 0.42 | -12.14 |
| Unspecified | 92,612 | 57,466 | 61,095 | -37.95 | 6.32 |

BY TYPE OF TRAINING

| Type | FY 1974 | FY 1975 | FY 1976 | % Change FY 74-75 | % Change FY 75-76 |
|---|---|---|---|---|---|
| ALL TYPES | 113,158,300 | 124,857,274 | 147,522,469 | 10.34 | 18.15 |
| Executive/Management | 12,971,375 | 13,506,841 | 14,987,164 | 4.13 | 10.96 |
| Supervisory | 11,500,227 | 8,047,340 | 9,562,800 | -30.02 | 18.83 |
| Legal, Medical, Scientific, Engineering | 20,414,568 | 19,215,162 | 23,938,753 | - 5.88 | 24.58 |
| Administration/Analysis | 13,451,582 | 18,282,450 | 21,267,590 | 35.91 | 16.33 |
| Specialty/Technical | 44,990,610 | 51,614,992 | 61,259,325 | 14.72 | 18.69 |
| Clerical | 3,000,511 | 7,587,441 | 7,977,285 | 152.87 | 5.14 |
| Trades/Crafts | 4,421,056 | 3,876,068 | 5,674,990 | -12.33 | 46.41 |
| Orientation | 1,620,200 | 1,756,917 | 1,658,210 | 8.44 | - 5.62 |
| Adult Basic Education | 692,559 | 933,796 | 970,971 | 34.83 | 3.98 |
| Unspecified | 95,612 | 36,267 | 225,381 | -62.07 | 521.45 |

BY SOURCE OF TRAINING

| Source | FY 1974 | FY 1975 | FY 1976 | % Change FY 74-75 | % Change FY 75-76 |
|---|---|---|---|---|---|
| ALL SOURCES | 113,158,300 | 124,857,274 | 147,522,469 | 10.34 | 18.15 |
| Govt: Agency-Internal | 58,185,232 | 66,327,357 | 80,170,772 | 13.99 | 20.87 |
| Govt: Interagency | 17,602,726 | 19,507,921 | 22,457,906 | 10.82 | 15.12 |
| Non-Govt Developed | 11,245,911 | 5,981,925 | 6,675,030 | -46.81 | 11.59 |
| Non-Govt Off-the-Shelf | 25,593,382 | 31,754,292 | 37,632,403 | 24.07 | 18.51 |
| Non-Govt State & Local | 418,193 | 1,084,109 | 523,005 | 159.24 | -51.76 |
| Unspecified | 112,856 | 201,670 | 63,353 | 78.70 | -68.59 |

# Table 15: Agency Non-Salary Expenditures for Training, FY 1974

| Types of Cost | (In Dollars) TOTAL | Total Short-Term | Govt Internal | Govt Interagency | Non-Govt Developed | Non-Govt Off-the-Shelf | Non-Govt State/Local | Short-Term Unspecified | Non-Govt Long-Term | Percent of Total Expenditures |
|---|---|---|---|---|---|---|---|---|---|---|
| TOTAL | 116,536,210 | 113,158,300 | 58,185,232[1/] | 17,602,726 | 11,245,911 | 25,593,382 | 418,193 | 112,856 | 3,377,910 | 100.00 |
| Direct Costs | 48,154,067 | 46,271,760 | 12,326,090 | 10,312,839 | 8,169,219 | 15,263,343 | 129,139 | 71,130 | 1,882,307 | 41.32 |
| Indirect Costs | 68,382,143 | 66,886,540 | 45,859,142 | 7,289,887 | 3,076,692 | 10,330,039 | 289,054 | 41,726 | 1,495,603 | 58.68 |
| Percent of Total Expenditures | 100.00 | 97.10 | 49.93 | 15.10 | 9.65 | 21.96 | 0.36 | 0.10 | 2.90 | ----- |

1/ These dollar amounts exclude the salaries of full-time instructors and the salaries of all part-time personnel who engaged in agency training during FY 1974, and the cost of facilities, such as classrooms, housing facilities, and other plant costs associated with the conduct of training.

# Table 16: Agency Non-Salary Expenditures for Training, FY 1975

| Types of Cost | (In Dollars) TOTAL | Total Short-Term | Govt Internal | Govt Interagency | Non-Govt Developed | Non-Govt Off-the-Shelf | Non-Govt State/Local | Short-Term Unspecified | Non-Govt Long-Term | Percent of Total Expenditures |
|---|---|---|---|---|---|---|---|---|---|---|
| TOTAL | 128,831,605 | 124,857,274 | 66,327,357 1/ | 19,507,921 | 5,981,925 | 31,754,292 | 1,084,109 | 201,670 | 3,974,331 | 100.00 |
| Direct Costs | 52,854,206 | 50,725,703 | 14,603,506 | 10,940,929 | 4,323,197 | 19,976,720 | 732,693 | 148,658 | 2,128,503 | 41.03 |
| Indirect Costs | 75,977,399 | 74,131,571 | 51,723,851 | 8,566,992 | 1,658,728 | 11,777,572 | 351,416 | 53,012 | 1,845,828 | 58.97 |
| Percent of Total Expenditures | 100.00 | 96.92 | 51.48 | 15.14 | 4.64 | 24.65 | 0.84 | 0.16 | 3.08 | ----- |

1/ These dollar amounts exclude the salaries of full-time instructors and the salaries of all part-time personnel who engaged in agency training during FY 1975, and the cost of facilities, such as classrooms, housing facilities, and other plant costs associated with the conduct of training.

# Table 17: Agency Non-Salary Expenditures for Training, FY 1976

| Types of Cost | (In Dollars) TOTAL | Total Short-Term | Govt Internal | Govt Interagency | Non-Govt Developed | Non-Govt Off-the-Shelf | Non-Govt State/Local | Short-Term Unspecified | Non-Govt Long-Term | Percent of Total Expenditures |
|---|---|---|---|---|---|---|---|---|---|---|
| TOTAL | 151,893,221 | 147,522,469 | 80,170,772 1/ | 22,457,906 | 6,675,030 | 37,632,403 | 523,005 | 63,353 | 4,370,752 | 100.00 |
| Direct Costs | 59,382,801 | 56,805,045 | 16,222,598 | 12,686,187 | 4,799,041 | 22,871,324 | 187,396 | 38,499 | 2,577,756 | 39.10 |
| Indirect Costs | 92,510,420 | 90,717,424 | 63,948,174 | 9,771,719 | 1,875,989 | 14,761,079 | 335,609 | 24,854 | 1,792,996 | 60.90 |
| Percent of Total Expenditures | 100.00 | 97.12 | 52.78 | 14.79 | 4.39 | 24.78 | 0.34 | 0.04 | 2.88 | ----- |

1/ These dollar amounts exclude the salaries of full-time instructors and the salaries of all part-time personnel who engaged in agency training during FY 1976, and the cost of facilities, such as classrooms, housing facilities, and other plant costs associated with the conduct of training.

# Table 18: Agency Training Expenditures by Source of Training: Average Cost Per Instance and Per Hour, FY 1974

| Source | Instances | Total Expenditures (In Dollars) | Average Cost Per Instance (In Dollars) | Duration (In Hours) | Average Cost Per Hour (In Dollars) |
|---|---|---|---|---|---|
| ALL SOURCES ..... | 733,269 | 177,572,811 | 242.17 | 35,186,074 | 5.05 |
| Short-Term ..... | 732,200 | 174,194,901 | 237.91 | 33,723,794 | 5.17 |
| Govt: Agency Internal ..... | 457,745 | 119,221,833 1/ | 260.45 | 23,074,275 | 5.17 |
| Govt: Interagency ..... | 101,439 | 17,602,726 | 173.53 | 3,838,561 | 4.59 |
| Non-Govt: Developed ..... | 40,783 | 11,245,911 | 275.75 | 1,709,457 | 6.58 |
| Non-Govt: Off-the-Shelf ..... | 126,942 | 25,593,382 | 201.61 | 4,920,543 | 5.20 |
| Non-Govt: State/Local ..... | 4,804 | 418,193 | 87.05 | 153,870 | 2.72 |
| Short-Term Unspecified ..... | 487 | 112,856 | 231.74 | 27,088 | 4.17 |
| Non-Govt: Long-Term ..... | 1,069 | 3,377,910 | 3,159.88 | 1,462,280 | 2.31 |

1/ This dollar amount includes the salaries of full-time instructors and the salaries of all part-time personnel who engaged in agency training activities during FY 1974. It does not include the cost of facilities such as classrooms, housing facilities, and other plant costs associated with the conduct of training.

# Table 19: Agency Training Expenditures by Source of Training: Average Cost Per Instance and Per Hour, FY 1975

| Source | Instances | Total Expenditures (In Dollars) | Average Cost Per Instance (In Dollars) | Duration (In Hours) | Average Cost Per Hour (In Dollars) |
|---|---|---|---|---|---|
| ALL SOURCES ..... | 864,403 | 199,307,726 | 230.57 | 39,008,307 | 5.11 |
| Short-Term ..... | 863,355 | 195,333,395 | 226.25 | 37,508,595 | 5.21 |
| Govt: Agency Internal ..... | 554,217 | 136,803,478 1/ | 246.84 | 25,736,844 | 5.32 |
| Govt: Interagency ..... | 107,826 | 19,507,921 | 180.92 | 3,985,223 | 4.90 |
| Non-Govt: Developed ..... | 41,941 | 5,981,925 | 142.63 | 1,440,888 | 4.15 |
| Non-Govt: Off-the-Shelf ..... | 153,863 | 31,754,292 | 206.38 | 6,078,803 | 5.22 |
| Non-Govt: State/Local ..... | 4,774 | 1,084,109 | 227.09 | 235,811 | 4.60 |
| Short-Term Unspecified ..... | 734 | 201,670 | 274.75 | 31,026 | 6.50 |
| Non-Govt: Long-Term ..... | 1,048 | 3,974,331 | 3,792.30 | 1,499,712 | 2.65 |

1/ This dollar amount includes the salaries of full-time instructors and the salaries of all part-time personnel who engaged in agency training activities during FY 1975. It does not include the cost of facilities such as classrooms, housing facilities, and other plant costs associated with the conduct of training.

# Table 20: Agency Training Expenditures by Source of Training: Average Cost Per Instance and Per Hour, FY 1976

| Source | Instances | Total Expenditures (In Dollars) | Average Cost Per Instance (In Dollars) | Duration (In Hours) | Average Cost Per Hour (In Dollars) |
|---|---|---|---|---|---|
| ALL SOURCES ..... | 958,297 | 237,502,382 | 247.84 | 41,337,162 | 5.75 |
| Short-Term ..... | 957,327 | 233,131,630 | 243.52 | 39,895,178 | 5.84 |
| Govt: Agency Internal ..... | 612,380 | 165,779,933 1/ | 270.71 | 27,178,600 | 6.10 |
| Govt: Interagency ..... | 120,789 | 22,457,906 | 185.93 | 4,451,093 | 5.05 |
| Non-Govt: Developed ..... | 42,266 | 6,675,030 | 157.93 | 1,410,753 | 4.73 |
| Non-Govt: Off-the-Shelf ..... | 176,404 | 37,632,403 | 213.33 | 6,667,483 | 5.64 |
| Non-Govt: State/Local ..... | 5,100 | 523,005 | 102.55 | 167,672 | 3.12 |
| Short-Term Unspecified ..... | 388 | 63,353 | 163.28 | 19,577 | 3.24 |
| Non-Govt: Long-Term ..... | 970 | 4,370,752 | 4,505.93 | 1,441,984 | 3.03 |

1/ This dollar amount includes the salaries of full-time instructors and the salaries of all part-time personnel who engaged in agency training activities during FY 1976. It does not include the cost of facilities such as classrooms, housing facilities, and other plant costs associated with the conduct of training.

## Table 21: Non-Salary Cost of Short-Term Training by Pay System, Grade Grouping, and Source, FY 1974

| PAY SYSTEM | TOTAL | INTERNAL | INTER-AGENCY | NON-GOVT DEVELOPED | NON-GOVT OFF-SHELF | STATE & LOCAL | UNSPECI-FIED |
|---|---|---|---|---|---|---|---|
| TOTAL ALL PAY SYSTEMS ..... | 113158300 | 53185232 | 17602726 | 11245911 | 25593382 | 418193 | 112856 |
| GENERAL SCHEDULE OR SIMILAR .. | 104017638 | 53887600 | 16161973 | 10008694 | 23481623 | 366265 | 111483 |
| GS-1 THRU 4 ..... | 4761737 | 2028005 | 1402232 | 242992 | 1040353 | 26995 | 21160 |
| GS-5 THRU 8 ..... | 24740454 | 15590139 | 4092965 | 1213955 | 3697447 | 120146 | 25802 |
| GS-9 THRU 12 ..... | 47063991 | 25583790 | 6189020 | 4112086 | 10983712 | 172707 | 22676 |
| GS-13 THRU 15 ..... | 26496582 | 10510195 | 4088719 | 4377428 | 7432322 | 46073 | 41845 |
| GS-16 THRU 18 ..... | 954874 | 175471 | 389037 | 62233 | 327789 | 344 | 0 |
| PL-313 AND OTHER EXECS ..... | 572068 | 122357 | 110078 | 73718 | 262705 | 3210 | 0 |
| TOTAL WAGE SYSTEMS ..... | 6170488 | 3510212 | 797610 | 937027 | 891202 | 33558 | 879 |
| REGULAR NONSUPERVISORY (WG) . | 4544660 | 2806063 | 311466 | 714733 | 682418 | 29250 | 730 |
| REGULAR LEADER (WL) ..... | 248432 | 132843 | 58987 | 13279 | 42089 | 1234 | 0 |
| REGULAR SUPERVISORY (WS) .... | 1377396 | 571306 | 427157 | 209015 | 166695 | 3074 | 149 |
| OTHER PAY SYSTEMS ..... | 2263496 | 580250 | 511945 | 217023 | 939294 | 14930 | 54 |
| UNSPECIFIED PAY SYSTEM ..... | 134610 | 84813 | 21120 | 9449 | 18558 | 230 | 440 |

## Table 22: Non-Salary Cost of Short-Term Training by Pay System, Grade Grouping, and Source, FY 1975

| PAY SYSTEM | TOTAL | INTERNAL | INTER-AGENCY | NON-GOVT DEVELOPED | NON-GOVT OFF-SHELF | STATE & LOCAL | UNSPECI-FIED |
|---|---|---|---|---|---|---|---|
| TOTAL ALL PAY SYSTEMS ..... | 124857274 | 66327357 | 19507921 | 5981925 | 31754292 | 1084109 | 201670 |
| GENERAL SCHEDULE OR SIMILAR .. | 115031573 | 61247233 | 18019341 | 5316690 | 29268892 | 999973 | 179444 |
| GS-1 THRU 4 ..... | 5980064 | 2574899 | 1541098 | 218492 | 1515552 | 127224 | 2799 |
| GS-5 THRU 8 ..... | 27794582 | 16447718 | 4813044 | 772767 | 5280613 | 455447 | 24993 |
| GS-9 THRU 12 ..... | 52189314 | 29511318 | 6821559 | 2407019 | 13001351 | 356236 | 91831 |
| GS-13 THRU 15 ..... | 28178293 | 12574269 | 4448032 | 1856892 | 9181553 | 60203 | 57344 |
| GS-16 THRU 18 ..... | 889320 | 139029 | 395608 | 61520 | 289823 | 863 | 2477 |
| PL-313 AND OTHER EXECS ..... | 724540 | 152308 | 138480 | 37985 | 393906 | 1683 | 178 |
| TOTAL WAGE SYSTEMS ..... | 6565623 | 4214248 | 829191 | 455061 | 1006845 | 43998 | 16280 |
| REGULAR NONSUPERVISORY (WG) . | 5067715 | 3436535 | 443827 | 375532 | 770101 | 33669 | 8051 |
| REGULAR LEADER (WL) ..... | 237639 | 125209 | 48725 | 9733 | 49501 | 4250 | 221 |
| REGULAR SUPERVISORY (WS) ..... | 1260269 | 652504 | 336639 | 69796 | 187243 | 6079 | 8008 |
| OTHER PAY SYSTEMS ..... | 2420607 | 653469 | 505483 | 170649 | 1063169 | 22069 | 5768 |
| UNSPECIFIED PAY SYSTEM ..... | 114931 | 60099 | 15426 | 1540 | 21480 | 16386 | 0 |

## Table 23: Non-Salary Cost of Short-Term Training by Pay System, Grade Grouping, and Source, FY 1976

| PAY SYSTEM | TOTAL | INTERNAL | INTER-AGENCY | NON-GOVT DEVELOPED | NON-GOVT OFF-SHELF | STATE & LOCAL | UNSPECI-FIED |
|---|---|---|---|---|---|---|---|
| TOTAL ALL PAY SYSTEMS ..... | 147522469 | 80170772 | 22457906 | 6675030 | 37632403 | 523005 | 63353 |
| GENERAL SCHEDULE OR SIMILAR ... | 135150564 | 73965116 | 20597821 | 5657598 | 34412608 | 456683 | 60738 |
| GS-1 THRU 4 ..... | 6585033 | 2998419 | 1740359 | 210140 | 1593465 | 39902 | 2748 |
| GS-5 THRU 8 ..... | 34498451 | 21385511 | 5700290 | 876652 | 6399939 | 123437 | 12622 |
| GS-9 THRU 12 ..... | 62159146 | 35126879 | 7768456 | 2802509 | 16204496 | 222740 | 34066 |
| GS-13 THRU 15 ..... | 31121016 | 14332075 | 5031871 | 1718789 | 9959612 | 68321 | 10348 |
| GS-16 THRU 18 ..... | 786918 | 122232 | 356845 | 49508 | 255096 | 2283 | 954 |
| PL-313 AND OTHER EXECS ..... | 273825 | 62044 | 140537 | 10184 | 60804 | 256 | 0 |
| TOTAL WAGE SYSTEMS ..... | 8250903 | 4998626 | 1003502 | 788071 | 1422286 | 36463 | 1955 |
| REGULAR NONSUPERVISORY (WG) .. | 6439681 | 4116899 | 547138 | 709121 | 1038695 | 26277 | 1551 |
| REGULAR LEADER (WL) ..... | 330732 | 183362 | 52341 | 26353 | 66712 | 1964 | 0 |
| REGULAR SUPERVISORY (WS) ..... | 1480490 | 698365 | 404023 | 52597 | 316879 | 8222 | 404 |
| OTHER PAY SYSTEMS ..... | 3736784 | 1087515 | 701330 | 214789 | 1703567 | 28923 | 660 |
| UNSPECIFIED PAY SYSTEM ..... | 110393 | 57471 | 14716 | 4388 | 33138 | 680 | 0 |

# Table 24: Cost of Short-Term Training by Pay System, Grade Grouping, and Minority Group Designation, FY 1974
## (Dollars in Thousands)

| Pay System | Total All Employees | | Total Minority | | Black | | Spanish Surnamed | | American Indian | | Oriental | | Unspecified | | Total Other Employees | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Dollars | % | Dollars | % | Dollars | % | Dollars | % | Dollars | % | Dollars | % | Dollars | % | Dollars | % |
| TOTAL ALL PAY SYSTEMS | 113158 | 100.00 | 12722 | 100.00 | 8129 | 100.00 | 2307 | 100.00 | 877 | 100.00 | 1209 | 100.00 | 1631 | 100.00 | 98805 | 100.00 |
| TOTAL GENERAL SCHEDULE OR SIMILAR | 104018 | 91.92 | 11482 | 90.25 | 7484 | 92.06 | 2182 | 87.02 | 734 | 83.71 | 1082 | 89.49 | 1449 | 88.84 | 91087 | 92.19 |
| GS-1 THRU 4 | 4762 | 4.21 | 1376 | 10.81 | 1020 | 12.54 | 189 | 7.55 | 137 | 15.59 | 30 | 2.43 | 245 | 15.06 | 3141 | 3.18 |
| GS-5 THRU 8 | 24740 | 21.86 | 4031 | 31.69 | 2776 | 34.15 | 806 | 32.13 | 230 | 26.31 | 219 | 18.11 | 404 | 24.77 | 20305 | 20.55 |
| GS-9 THRU 12 | 47064 | 41.59 | 4503 | 35.40 | 2742 | 33.73 | 864 | 34.46 | 292 | 33.27 | 605 | 50.09 | 509 | 31.20 | 42052 | 42.56 |
| GS-13 THRU 15 | 26497 | 23.42 | 1521 | 11.96 | 913 | 11.24 | 311 | 12.42 | 75 | 8.54 | 222 | 18.32 | 288 | 17.64 | 24688 | 24.99 |
| GS-16 THRU 18 | 955 | 0.84 | 51 | 0.40 | 33 | 0.40 | 12 | 0.47 | * | 0.00 | 6 | 0.53 | 3 | 0.17 | 901 | 0.91 |
| FL-313 & OTHER EXECS | 572 | 0.51 | 57 | 0.45 | 19 | 0.24 | 11 | 0.45 | 10 | 1.16 | 17 | 1.40 | 2 | 0.14 | 513 | 0.52 |
| TOTAL WAGE SYSTEMS | 6170 | 5.45 | 852 | 6.70 | 418 | 5.15 | 260 | 10.36 | 121 | 13.83 | 53 | 4.34 | 130 | 7.98 | 5188 | 5.25 |
| REGULAR NONSUPERVISORY (WG) | 4545 | 4.02 | 613 | 4.82 | 297 | 3.66 | 198 | 7.88 | 83 | 9.47 | 35 | 2.92 | 112 | 6.83 | 3820 | 3.87 |
| REGULAR LEADER (WL) | 248 | 0.22 | 44 | 0.34 | 15 | 0.19 | 14 | 0.56 | 12 | 1.34 | 3 | 0.19 | 4 | 0.27 | 200 | 0.20 |
| REGULAR SUPERVISORY (WS) | 1377 | 1.22 | 195 | 1.53 | 106 | 1.30 | 48 | 1.92 | 26 | 3.01 | 15 | 1.23 | 14 | 0.87 | 1168 | 1.18 |
| OTHER PAY SYSTEMS | 2261 | 2.00 | 321 | 2.52 | 202 | 2.49 | 51 | 2.02 | 11 | 1.24 | 57 | 4.72 | 43 | 2.64 | 1899 | 1.92 |
| UNSPECIFIED PAY SYSTEM | 135 | 0.12 | 10 | 0.08 | 6 | 0.07 | 3 | 0.15 | 1 | 0.06 | * | 0.06 | 7 | 0.40 | 118 | 0.12 |

*Less than $1,000.

# Table 25: Cost of Short-Term Training by Pay System, Grade Grouping, and Minority Group Designation, FY 1975
## (Dollars in Thousands)

| Pay System | Total All Employees | | Total Minority | | Black | | Spanish Surnamed | | American Indian | | Oriental | | Unspecified | | Total Other Employees | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Dollars | % | Dollars | % | Dollars | % | Dollars | % | Dollars | % | Dollars | % | Dollars | % | Dollars | % |
| TOTAL ALL PAY SYSTEMS | 124857 | 100.00 | 15020 | 100.00 | 9888 | 100.00 | 2997 | 100.00 | 958 | 100.00 | 1177 | 100.00 | 2189 | 100.00 | 107648 | 100.00 |
| TOTAL GENERAL SCHEDULE OR SIMILAR | 115031 | 92.13 | 13557 | 90.26 | 9132 | 92.35 | 2587 | 86.34 | 834 | 87.05 | 1004 | 85.29 | 2021 | 92.32 | 99453 | 92.39 |
| GS-1 THRU 4 | 5980 | 4.79 | 1687 | 11.23 | 1298 | 13.12 | 240 | 8.00 | 121 | 12.61 | 28 | 2.42 | 255 | 11.64 | 4038 | 3.75 |
| GS-5 THRU 8 | 27795 | 22.26 | 4999 | 33.28 | 3550 | 35.90 | 935 | 31.21 | 281 | 29.36 | 233 | 19.76 | 648 | 29.60 | 22148 | 20.57 |
| GS-9 THRU 12 | 52189 | 41.80 | 5128 | 34.14 | 3186 | 32.23 | 1115 | 37.20 | 312 | 32.57 | 515 | 43.73 | 811 | 37.07 | 46250 | 42.96 |
| GS-13 THRU 15 | 28178 | 22.57 | 1704 | 11.35 | 1069 | 10.81 | 293 | 9.77 | 117 | 12.17 | 225 | 19.15 | 302 | 13.79 | 26172 | 24.31 |
| GS-16 THRU 18 | 889 | 0.71 | 39 | 0.26 | 29 | 0.29 | 4 | 0.15 | 3 | 0.34 | 3 | 0.22 | 5 | 0.22 | 845 | 0.79 |
| PL-313 & OTHER EXECS | 724 | 0.58 | 74 | 0.49 | 36 | 0.37 | 18 | 0.60 | 1 | 0.06 | 19 | 1.62 | 1 | 0.06 | 649 | 0.60 |
| TOTAL WAGE SYSTEMS | 6566 | 5.26 | 1000 | 6.66 | 515 | 5.21 | 307 | 10.25 | 119 | 12.49 | 59 | 4.99 | 114 | 5.20 | 5452 | 5.06 |
| REGULAR NONSUPERVISORY (WG) | 5068 | 4.06 | 782 | 5.20 | 381 | 3.85 | 249 | 8.30 | 103 | 10.76 | 49 | 4.17 | 99 | 4.53 | 4187 | 3.89 |
| REGULAR LEADER (WL) | 238 | 0.19 | 35 | 0.24 | 23 | 0.23 | 8 | 0.29 | 3 | 0.31 | 1 | 0.05 | 5 | 0.21 | 198 | 0.18 |
| REGULAR SUPERVISORY (WS) | 1260 | 1.01 | 183 | 1.22 | 111 | 1.12 | 50 | 1.66 | 13 | 1.42 | 9 | 0.76 | 10 | 0.46 | 1067 | 0.99 |
| OTHER PAY SYSTEMS | 2421 | 1.94 | 376 | 2.50 | 198 | 2.00 | 80 | 2.67 | 4 | 0.40 | 94 | 7.96 | 45 | 2.06 | 2000 | 1.86 |
| UNSPECIFIED PAY SYSTEM | 115 | 0.09 | 13 | 0.08 | 7 | 0.07 | 5 | 0.14 | * | 0.00 | 1 | 0.14 | 8 | 0.37 | 94 | 0.09 |

*Less than $1,000.

# Table 26: Cost of Short-Term Training by Pay System, Grade Grouping, and Minority Group Designation, FY 1976
## (Dollars in Thousands)

| Pay System | Total All Employees | | Total Minority | | Black | | Spanish Surnamed | | American Indian | | Oriental | | Unspecified | | Total Other Employees | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Dollars | % | Dollars | % | Dollars | % | Dollars | % | Dollars | % | Dollars | % | Dollars | % | Dollars | % |
| TOTAL ALL PAY SYSTEMS ..... | 147522 | 100.00 | 17866 | 100.00 | 11126 | 100.00 | 3851 | 100.00 | 1131 | 100.00 | 1758 | 100.00 | 4602 | 100.00 | 125054 | 100.00 |
| TOTAL GENERAL SCHEDULE OR SIMILAR .. | 135150 | 91.61 | 16141 | 90.35 | 10240 | 92.04 | 3324 | 86.30 | 995 | 87.99 | 1582 | 90.02 | 4130 | 89.73 | 114879 | 91.86 |
| GS-1 THRU 4 ..... | 6585 | 4.46 | 1614 | 9.03 | 1200 | 10.79 | 246 | 6.38 | 137 | 12.12 | 31 | 1.73 | 634 | 13.78 | 4337 | 3.47 |
| GS-5 THRU 8 ..... | 34498 | 23.39 | 6246 | 34.96 | 4243 | 38.13 | 1322 | 34.32 | 339 | 30.01 | 342 | 19.49 | 1672 | 36.33 | 26580 | 21.25 |
| GS-9 THRU 12 ..... | 62159 | 42.14 | 6301 | 35.27 | 3655 | 32.85 | 1393 | 36.18 | 364 | 32.17 | 889 | 50.59 | 1414 | 30.72 | 54444 | 43.54 |
| GS-13 THRU 15 ..... | 31121 | 21.10 | 1940 | 10.86 | 1111 | 9.99 | 357 | 9.28 | 154 | 13.59 | 318 | 18.08 | 384 | 8.34 | 28797 | 23.03 |
| GS-16 THRU 18 ..... | 787 | 0.53 | 40 | 0.22 | 31 | 0.28 | 6 | 0.15 | 1 | 0.10 | 2 | 0.15 | 26 | 0.56 | 721 | 0.58 |
| PL-313 & OTHER EXECS ..... | 274 | 0.19 | 5 | 0.03 | 4 | 0.04 | * | 0.00 | 1 | 0.03 | * | 0.01 | 49 | 1.07 | 220 | 0.18 |
| TOTAL WAGE SYSTEMS ..... | 8251 | 5.59 | 1252 | 7.01 | 657 | 5.91 | 418 | 10.86 | 119 | 10.54 | 58 | 3.27 | 231 | 5.02 | 6768 | 5.41 |
| REGULAR NONSUPERVISORY (WG) ..... | 6440 | 4.37 | 966 | 5.41 | 511 | 4.60 | 318 | 8.27 | 91 | 8.01 | 46 | 2.59 | 178 | 3.87 | 5296 | 4.23 |
| REGULAR LEADER (WL) ..... | 331 | 0.22 | 52 | 0.29 | 24 | 0.21 | 22 | 0.56 | 5 | 0.44 | 1 | 0.08 | 5 | 0.12 | 274 | 0.22 |
| REGULAR SUPERVISORY (WS) ..... | 1480 | 1.00 | 234 | 1.31 | 122 | 1.10 | 78 | 2.03 | 23 | 2.09 | 11 | 0.60 | 48 | 1.04 | 1198 | 0.96 |
| OTHER PAY SYSTEMS ..... | 3737 | 2.53 | 453 | 2.54 | 218 | 1.96 | 102 | 2.66 | 15 | 1.39 | 118 | 6.68 | 168 | 3.64 | 3116 | 2.49 |
| UNSPECIFIED PAY SYSTEM ..... | 110 | 0.07 | 15 | 0.83 | 7 | 0.06 | 7 | 0.18 | 1 | 0.06 | * | 0.02 | 24 | 0.54 | 71 | 0.06 |

*Less than $1,000.

## Table 27: Non-Salary Cost of Short-Term Training by Pay System, Grade Grouping, and Source by Sex, FY 1974

| PAY SYSTEM | TOTAL | | | GOVT: INTERNAL | | | GOVT: INTERAGENCY | | | NON-GOVERNMENT | | | UNSPECIFIED | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | TOTAL | MEN | WOMEN | TOTAL | MEN | WOMEN | TOTAL | MEN | WOMEN | TOTAL | MEN | WOMEN | TOTAL | MEN | WOMEN |
| TOTAL ALL PAY SYSTEMS | 113158300 | 94825209 | 18118938 | 58185232 | 51491011 | 6571845 | 17602726 | 12118916 | 5446192 | 37257486 | 31136618 | 6067244 | 112856 | 78664 | 33657 |
| GENERAL SCHEDULE OR SIMILAR | 104017638 | 86501615 | 17388615 | 53887600 | 47460447 | 6344100 | 16161973 | 10833875 | 5312675 | 33856582 | 28129562 | 5698183 | 111483 | 77731 | 33657 |
| GS-1 THRU 4 | 4761737 | 1205154 | 3540462 | 2028005 | 797726 | 1218878 | 1402232 | 143100 | 1257064 | 1310340 | 264078 | 1043610 | 21160 | 250 | 20910 |
| GS-5 THRU 8 | 24740454 | 16021907 | 8653247 | 15590139 | 12068437 | 3463043 | 4092965 | 1405456 | 2681219 | 5031548 | 2533167 | 2498030 | 25802 | 14847 | 10955 |
| GS-9 THRU 12 | 47063991 | 42689053 | 4338492 | 25583790 | 24083187 | 1483783 | 6189020 | 5057023 | 1128851 | 15268505 | 13527727 | 1724298 | 22676 | 21116 | 1560 |
| GS-13 THRU 15 | 26496582 | 25650233 | 836808 | 10510195 | 10337617 | 171405 | 4088719 | 3844288 | 240512 | 11855823 | 11426810 | 424659 | 41845 | 41518 | 232 |
| GS-16 THRU 18 | 954874 | 935268 | 19606 | 175471 | 173480 | 1991 | 389037 | 384008 | 5029 | 390366 | 377780 | 12586 | 0 | 0 | 0 |
| PL-313 AND OTHER EXECS | 572068 | 515025 | 22933 | 122357 | 106174 | 5552 | 110078 | 101007 | 753 | 339633 | 307844 | 16626 | 0 | 0 | 0 |
| TOTAL WAGE SYSTEMS | 6170488 | 6051765 | 107364 | 3510212 | 3450836 | 50711 | 797610 | 776292 | 20499 | 1861787 | 1823758 | 36154 | 879 | 879 | 0 |
| REGULAR NONSUPERVISORY (WG) | 4544660 | 4455178 | 78386 | 2806063 | 2762953 | 34445 | 311466 | 297556 | 13308 | 1426401 | 1393940 | 30633 | 730 | 730 | 0 |
| REGULAR LEADER (WL) | 248432 | 237374 | 11058 | 132843 | 124967 | 7876 | 58987 | 57660 | 1327 | 56602 | 54747 | 1855 | 0 | 0 | 0 |
| REGULAR SUPERVISORY (WS) | 1377396 | 1359213 | 17920 | 571306 | 562916 | 8390 | 427157 | 421077 | 5864 | 378784 | 375071 | 3666 | 149 | 149 | 0 |
| OTHER PAY SYSTEMS | 2263496 | 1670288 | 558652 | 580250 | 427752 | 135488 | 511945 | 390327 | 109651 | 1171247 | 852155 | 313513 | 54 | 54 | 0 |
| UNSPECIFIED PAY SYSTEM | 134610 | 88516 | 41374 | 84813 | 45802 | 35994 | 21120 | 17419 | 2814 | 28237 | 23299 | 2786 | 440 | 0 | 0 |

## Table 28: Non-Salary Cost of Short-Term Training by Pay System, Grade Grouping, and Source by Sex, FY 1975

| PAY SYSTEM | TOTAL | | | GOVT: INTERNAL | | | GOVT: INTERAGENCY | | | NON-GOVERNMENT | | | UNSPECIFIED | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | TOTAL | MEN | WOMEN | TOTAL | MEN | WOMEN | TOTAL | MEN | WOMEN | TOTAL | MEN | WOMEN | TOTAL | MEN | WOMEN |
| TOTAL ALL PAY SYSTEMS | 124857274 | 101632880 | 22962620 | 66327357 | 57383082 | 8817640 | 19507921 | 13213291 | 6259679 | 38820326 | 30868784 | 7851364 | 201670 | 167723 | 33937 |
| GENERAL SCHEDULE OR SIMILAR | 115031573 | 92727982 | 22115288 | 61247233 | 52611150 | 8541417 | 18019341 | 11882107 | 6114496 | 35585595 | 28088621 | 7426045 | 178444 | 146104 | 33330 |
| GS-1 THRU 4 | 5980064 | 1696170 | 4246360 | 2574899 | 1055919 | 1512873 | 1541098 | 178153 | 1359695 | 1861268 | 462098 | 1391003 | 2799 | 0 | 2789 |
| GS-5 THRU 8 | 27794582 | 16038160 | 11631716 | 16447718 | 11536445 | 4839239 | 4813044 | 1627847 | 3176946 | 6508827 | 2864362 | 3600044 | 24993 | 9506 | 15487 |
| GS-9 THRU 12 | 52189314 | 46864870 | 5287893 | 29511318 | 27539804 | 1956958 | 6821599 | 5483230 | 1329763 | 15764608 | 13764446 | 1986731 | 91831 | 77390 | 14441 |
| GS-13 THRU 15 | 28178293 | 27260812 | 908518 | 12574269 | 12347447 | 225001 | 4448032 | 4203342 | 242420 | 11098646 | 10653292 | 440484 | 57344 | 56731 | 613 |
| GS-16 THRU 18 | 889320 | 867970 | 20801 | 139029 | 131535 | 7346 | 395608 | 389535 | 5672 | 352208 | 344423 | 7783 | 2477 | 2477 | 0 |
| PL-313 AND OTHER EXECS | 724540 | 652615 | 28965 | 152308 | 129004 | 4288 | 138480 | 131465 | 2701 | 433574 | 391968 | 21976 | 178 | 178 | 0 |
| TOTAL WAGE SYSTEMS | 6565623 | 6465422 | 97150 | 4214248 | 4162826 | 48494 | 829191 | 806390 | 22801 | 1505904 | 1480136 | 25645 | 16280 | 16070 | 210 |
| REGULAR NONSUPERVISORY (WG) | 5067715 | 4991461 | 73809 | 3436535 | 3394056 | 40157 | 443827 | 432150 | 11677 | 1179302 | 1157204 | 21975 | 8051 | 8051 | 0 |
| REGULAR LEADER (WL) | 237639 | 234025 | 3596 | 125209 | 123687 | 1504 | 48725 | 47232 | 1493 | 63484 | 62885 | 599 | 221 | 221 | 0 |
| REGULAR SUPERVISORY (WS) | 1260269 | 1239936 | 19745 | 652504 | 645083 | 6833 | 336639 | 327008 | 9631 | 263118 | 260047 | 3071 | 8008 | 7798 | 210 |
| OTHER PAY SYSTEMS | 2420607 | 1696970 | 706522 | 653469 | 434070 | 213531 | 505483 | 383028 | 117899 | 1255887 | 874501 | 374695 | 5768 | 5371 | 397 |
| UNSPECIFIED PAY SYSTEM | 114931 | 89891 | 14695 | 60099 | 46032 | 9910 | 15426 | 10301 | 1782 | 39406 | 33388 | 3003 | 0 | 0 | 0 |

## Table 29: Non-Salary Cost of Short-Term Training by Pay System, Grade Grouping, and Source by Sex, FY 1976

| PAY SYSTEM | TOTAL | | | GOVT: INTERNAL | | | GOVT: INTERAGENCY | | | NON-GOVERNMENT | | | UNSPECIFIED | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | TOTAL | MEN | WOMEN | TOTAL | MEN | WOMEN | TOTAL | MEN | WOMEN | TOTAL | MEN | WOMEN | TOTAL | MEN | WOMEN |
| TOTAL ALL PAY SYSTEMS | 147522469 | 111617908 | 27447203 | 80170772 | 69276137 | 10660661 | 23457906 | 14988656 | 7404787 | 44830438 | 35209230 | 9392782 | 63353 | 53885 | 9173 |
| GENERAL SCHEDULE OR SIMILAR | 135150564 | 108346516 | 26446658 | 73965116 | 63385269 | 10349720 | 20597821 | 13329142 | 7231995 | 40525899 | 31580835 | 8855770 | 60728 | 51270 | 9173 |
| GS-1 THRU 4 | 6585033 | 1902910 | 4655335 | 2998419 | 1324025 | 1663269 | 1740359 | 181779 | 1542426 | 1843507 | 386621 | 1447377 | 2748 | 985 | 2363 |
| GS-5 THRU 8 | 34498451 | 20649022 | 13867749 | 21385511 | 15511810 | 5719767 | 5703290 | 1935071 | 3755524 | 7400028 | 3194631 | 4167641 | 12622 | 7510 | 5017 |
| GS-9 THRU 12 | 62159146 | 55000855 | 7032114 | 35126879 | 32356707 | 2711079 | 7768456 | 6088560 | 1666451 | 19229745 | 16523495 | 2652611 | 34066 | 32093 | 1973 |
| GS-13 THRU 15 | 31121016 | 30023501 | 1075354 | 14332075 | 14070809 | 255291 | 5031071 | 4763832 | 260749 | 11746722 | 11178632 | 559194 | 10348 | 10228 | 120 |
| GS-16 THRU 18 | 786918 | 770228 | 16106 | 122232 | 121918 | 314 | 356845 | 349900 | 6845 | 306657 | 297456 | 8947 | 954 | 954 | 0 |
| PL-313 AND OTHER EXECS | 273825 | 223697 | 1664 | 62044 | 53781 | 0 | 160537 | 125616 | 0 | 71244 | 44300 | 1664 | 0 | 0 | 0 |
| TOTAL WAGE SYSTEMS | 6250903 | 6115908 | 133681 | 4998626 | 4960479 | 37385 | 1003502 | 970441 | 33013 | 2246820 | 2183093 | 63280 | 1955 | 1955 | 0 |
| REGULAR NONSUPERVISORY (WG) | 6439681 | 6336860 | 102313 | 4116899 | 4089726 | 27970 | 567138 | 524214 | 22876 | 1774093 | 1722369 | 51467 | 1551 | 1551 | 0 |
| REGULAR LEADER (WL) | 330732 | 323996 | 6986 | 183362 | 179841 | 3331 | 52341 | 49621 | 2720 | 95029 | 94094 | 935 | 0 | 0 | 0 |
| REGULAR SUPERVISORY (WS) | 148490 | 145552 | 2382 | 698369 | 691912 | 6087 | 404023 | 396606 | 7417 | 377698 | 366630 | 10878 | 404 | 404 | 0 |
| OTHER PAY SYSTEMS | 3736784 | 2965355 | 853747 | 1087519 | 829745 | 247887 | 701330 | 555516 | 136201 | 1947279 | 1459432 | 469659 | 680 | 680 | 0 |
| UNSPECIFIED PAY SYSTEM | 110393 | 88372 | 11453 | 57471 | 46883 | 5466 | 14716 | 7939 | 3578 | 38209 | 31570 | 2409 | 0 | 0 | 0 |

## Table 30: Duration, Non-Salary Cost, and Instances of Short-Term Training by Pay System, Grade Grouping, and Source, FY 1974

| PAY SYSTEM | TOTAL | | | GOVT. INTERNAL | | | GOVT. INTERAGENCY | | | NON-GOVERNMENT | | | UNSPECIFIED | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | DURATION | COST | INSTANCES | DURATION | COST | INSTANCES | DURATION | COST | INSTANCES | DURATION | COST | INSTANCES | DURATION | COST | INSTANCES |
| TOTAL ALL PAY SYSTEMS | 33723794 | 113156300 | 732200 | 23074275 | 58185233 | 457745 | 3838561 | 17602726 | 101439 | 6783670 | 37257486 | 172529 | 27288 | 112856 | 487 |
| GENERAL SCHEDULE OR SIMILAR | 29472730 | 104017638 | 610949 | 19138819 | 53887600 | 366470 | 3397664 | 16161973 | 91609 | 5921602 | 33856582 | 152170 | 24625 | 111483 | 401 |
| GS-1 THRU 4 | 3221068 | 4761737 | 86273 | 2101868 | 2028005 | 57567 | 375836 | 1402232 | 12257 | 652301 | 1310340 | 16814 | 1063 | 21160 | 35 |
| GS-5 THRU 8 | 9833630 | 24760454 | 176998 | 7603466 | 15500139 | 61002 | 992923 | 4092105 | 26147 | 1420298 | 5031548 | 38609 | 7951 | 21802 | 122 |
| GS-9 THRU 12 | 11229236 | 47063991 | 249668 | 7444250 | 29863790 | 152236 | 1304147 | 6108020 | 35467 | 2470344 | 19268505 | 62068 | 10495 | 22676 | 156 |
| GS-13 THRU 15 | 4078420 | 20496502 | 97549 | 2067102 | 10510105 | 46032 | 671270 | 4088719 | 16187 | 1335122 | 11055823 | 35242 | 4926 | 41845 | 88 |
| GS-16 THRU 18 | 110348 | 994874 | 2111 | 32153 | 170471 | 614 | 43538 | 389037 | 509 | 24657 | 390366 | 988 | 0 | 0 | 0 |
| PL-313 AND OTHER EXECS | 99235 | 572068 | 2534 | 26770 | 122367 | 737 | 22106 | 110078 | 367 | 46359 | 339633 | 1450 | 0 | 0 | 0 |
| TOTAL WAGE SYSTEMS | 3408279 | 8170498 | 87667 | 2681939 | 3610212 | 70347 | 278590 | 797610 | 6075 | 645501 | 1861787 | 10265 | 2159 | 870 | 80 |
| REGULAR NONSUPERVISORY (WG) | 2581360 | 4544680 | 58689 | 2105750 | 2804063 | 49075 | 122946 | 311466 | 2211 | 351093 | 1428401 | 7338 | 1571 | 730 | 65 |
| REGULAR LEADER (WL) | 123621 | 268432 | 3609 | 94884 | 132843 | 2692 | 19083 | 58987 | 474 | 19811 | 76802 | 438 | 143 | 0 | 5 |
| REGULAR SUPERVISORY (WS) | 703298 | 1377396 | 25369 | 491705 | 671304 | 16980 | 136561 | 427157 | 4290 | 74607 | 378784 | 2489 | 445 | 140 | 10 |
| OTHER PAY SYSTEMS | 1681462 | 2263496 | 29747 | 1175376 | 980250 | 18864 | 144563 | 511945 | 2377 | 361340 | 1171247 | 8502 | 184 | 54 | 4 |
| UNSPECIFIED PAY SYSTEM | 66088 | 134610 | 1693 | 51372 | 84813 | 1327 | 5908 | 21120 | 132 | 6778 | 26237 | 193 | 340 | 440 | 7 |

## Table 31: Duration, Non-Salary Cost, and Instances of Short-Term Training by Pay System, Grade Grouping, and Source, FY 1975

| PAY SYSTEM | TOTAL | | | GOVT. INTERNAL | | | GOVT. INTERAGENCY | | | NON-GOVERNMENT | | | UNSPECIFIED | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | DURATION | COST | INSTANCES | DURATION | COST | INSTANCES | DURATION | COST | INSTANCES | DURATION | COST | INSTANCES | DURATION | COST | INSTANCES |
| TOTAL ALL PAY SYSTEMS | 37508595 | 124857274 | 863395 | 25736844 | 66327357 | 564217 | 3985223 | 19507921 | 107826 | 7755502 | 38820326 | 200578 | 31026 | 201670 | 734 |
| GENERAL SCHEDULE OR SIMILAR | 30970685 | 115031973 | 723324 | 20597705 | 61247233 | 447344 | 3576480 | 18019341 | 99206 | 6770367 | 35585595 | 176135 | 26124 | 179444 | 639 |
| GS-1 THRU 4 | 4001579 | 5980084 | 110329 | 2744810 | 2974899 | 76120 | 432568 | 1541008 | 13723 | 821951 | 1861268 | 20422 | 2205 | 2709 | 64 |
| GS-5 THRU 8 | 10532367 | 27704582 | 217031 | 7065350 | 16447718 | 138727 | 1115925 | 4813044 | 31487 | 1846027 | 6508827 | 46891 | 5055 | 24093 | 126 |
| GS-9 THRU 12 | 12122605 | 52189314 | 283795 | 8023346 | 29511318 | 175788 | 1302867 | 6821550 | 36478 | 2704275 | 15764606 | 71284 | 12117 | 91831 | 245 |
| GS-13 THRU 15 | 4211082 | 26178293 | 109933 | 2239778 | 13974269 | 56121 | 682589 | 4448032 | 16885 | 1383197 | 11098648 | 36736 | 6518 | 57344 | 193 |
| GS-16 THRU 18 | 103062 | 889320 | 2236 | 24370 | 130029 | 586 | 42540 | 395608 | 633 | 35917 | 352206 | 1004 | 220 | 2477 | 11 |
| PL-313 AND OTHER EXECS | 102529 | 724540 | 3094 | 31850 | 192308 | 1025 | 17375 | 128480 | 298 | 51136 | 403574 | 1769 | 168 | 178 | 2 |
| TOTAL WAGE SYSTEMS | 3874247 | 8565623 | 99417 | 3070780 | 4214248 | 81294 | 264428 | 829191 | 6021 | 935139 | 1909804 | 12037 | 3900 | 16280 | 65 |
| REGULAR NONSUPERVISORY (WG) | 3042466 | 5067715 | 70385 | 2479095 | 3436535 | 59016 | 137209 | 443827 | 2572 | 421932 | 1179302 | 8795 | 2350 | 8051 | 43 |
| REGULAR LEADER (WL) | 120718 | 237639 | 3927 | 81485 | 129209 | 2925 | 10388 | 48729 | 467 | 22027 | 63484 | 954 | 16 | 221 | 1 |
| REGULAR SUPERVISORY (WS) | 711065 | 1260269 | 25105 | 509400 | 652504 | 19353 | 110751 | 336639 | 3002 | 90380 | 263110 | 2728 | 534 | 8008 | 23 |
| OTHER PAY SYSTEMS | 2526178 | 2620607 | 36561 | 2010426 | 653469 | 23805 | 122464 | 505483 | 2208 | 392454 | 1255887 | 10520 | 534 | 5768 | 24 |
| UNSPECIFIED PAY SYSTEM | 36956 | 114931 | 990 | 26083 | 60099 | 749 | 4467 | 15426 | 93 | 6406 | 39406 | 117 | 0 | 0 | 0 |

Table 32: Duration, Non-Salary Cost, and Instances of Short-Term Training by Pay System, Grade Grouping, and Source, FY 1976

| PAY SYSTEM | TOTAL | | | GOVT: INTERNAL | | | GOVT: INTERAGENCY | | | NON-GOVERNMENT | | | UNSPECIFIED | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | DURATION | COST | INSTANCES | DURATION | COST | INSTANCES | DURATION | COST | INSTANCES | DURATION | COST | INSTANCES | DURATION | COST | INSTANCES |
| TOTAL ALL PAY SYSTEMS | 39895178 | 147522469 | 997327 | 27178600 | 80170772 | 612380 | 4451093 | 22457906 | 120789 | 8245908 | 44830438 | 223770 | 19577 | 63353 | 388 |
| GENERAL SCHEDULE OR SIMILAR | 33021570 | 135150564 | 790302 | 21864513 | 73965116 | 482310 | 3986518 | 20547821 | 111724 | 7162657 | 40526889 | 195911 | 17882 | 60738 | 357 |
| GS-1 THRU 4 | 4046334 | 6985033 | 113932 | 2802042 | 2998619 | 77725 | 420747 | 1740359 | 14486 | 812902 | 1843507 | 21676 | 1643 | 2748 | 45 |
| GS-5 THRU 8 | 11254264 | 34498651 | 238719 | 8031376 | 21385911 | 149096 | 1240251 | 5700290 | 35232 | 1977819 | 7600028 | 53700 | 4818 | 12622 | 91 |
| GS-9 THRU 12 | 13356200 | 62159146 | 321040 | 8763453 | 35126879 | 197310 | 1526559 | 7768456 | 42638 | 3058977 | 19229745 | 80921 | 9211 | 34066 | 171 |
| GS-13 THRU 15 | 4273867 | 21121016 | 116610 | 2237879 | 14332075 | 57049 | 748880 | 5031871 | 18757 | 1284954 | 11746722 | 38756 | 2154 | 10348 | 48 |
| GS-16 THRU 18 | 88905 | 786918 | 2001 | 19763 | 122232 | 530 | 41081 | 356849 | 611 | 28005 | 306887 | 858 | 56 | 954 | 2 |
| PL-313 AND OTHER EXECS | 49561 | 273825 | 890 | 19469 | 62044 | 364 | 19062 | 160537 | 192 | 11034 | 71244 | 294 | 0 | 0 | 0 |
| TOTAL WAGE SYSTEMS | 4190099 | 8250903 | 120995 | 2373992 | 4998626 | 101303 | 243295 | 1003502 | 5978 | 571524 | 2246820 | 13659 | 1288 | 1955 | 25 |
| REGULAR NONSUPERVISORY (RG) | 3357195 | 6430681 | 90580 | 2784967 | 4116899 | 78776 | 117856 | 547138 | 2098 | 453372 | 1774093 | 9690 | 960 | 1551 | 16 |
| REGULAR LEADER (RL) | 117201 | 330732 | 3742 | 86991 | 183362 | 2933 | 11648 | 52341 | 301 | 18562 | 95029 | 508 | 0 | 0 | 0 |
| REGULAR SUPERVISORY (RS) | 715743 | 1480490 | 26643 | 502034 | 699365 | 19504 | 113791 | 404023 | 3579 | 99580 | 377698 | 3461 | 328 | 404 | 9 |
| OTHER PAY SYSTEMS | 2602203 | 3736784 | 44534 | 1014024 | 1087515 | 27982 | 198179 | 701330 | 2803 | 489593 | 1947279 | 13743 | 407 | 660 | 6 |
| UNSPECIFIED PAY SYSTEM | 31745 | 110393 | 676 | 10806 | 57471 | 421 | 4039 | 14716 | 92 | 11100 | 38206 | 163 | 0 | 0 | 0 |

# Table 33: Instances of Short-Term Training by Agency

| Agency | Fiscal Year | | | Percent Change Between Years | |
|---|---|---|---|---|---|
| | 1974 | 1975 | 1976 | FY 74-75 | FY 75-76 |
| TOTAL ALL AGENCIES | 732,200 | 863,355 | 957,327 | 17.91 | 10.88 |
| TOTAL DEFENSE | 346,874 | 383,443 | 454,127 | 10.54 | 18.43 |
| Air Force | 99,383 | 117,646 | 142,110 | 18.38 | 20.79 |
| Army | 126,306 | 126,824 | 151,088 | 0.41 | 19.13 |
| Navy | 91,300 | 105,197 | 130,141 | 15.22 | 23.71 |
| Other Defense | 29,885 | 33,776 | 30,788 | 13.02 | - 8.85 |
| TOTAL NON-DEFENSE | 385,326 | 479,912 | 503,200 | 24.55 | 4.85 |
| AEC | 3,523 | 2,300 | * | 34.72 | -- |
| Agriculture | 56,216 | 81,979 | 81,295 | 45.83 | - 0.83 |
| Commerce | 13,477 | 14,620 | 15,601 | 8.48 | 6.71 |
| CSC | 3,784 | 3,792 | 3,253 | 0.21 | -14.21 |
| Panama Canal | 1,986 | 2,277 | 1,766 | 14.65 | -22.44 |
| Justice | 18,976 | 23,457 | 29,556 | 23.61 | 26.00 |
| Labor | 6,305 | 5,235 | 6,387 | -16.97 | 22.01 |
| FEA | * | 1,306 | 1,576 | — | 20.67 |
| EEOC | 749 | 1,231 | 1,176 | 64.35 | - 4.47 |
| EPA | 4,077 | 7,851 | 6,293 | 92.57 | -19.84 |
| ERDA | * | 1,710 | 3,279 | — | 91.75 |
| FCC | 864 | 1,070 | 1,084 | 23.84 | 1.31 |
| FDIC | 2,539 | 2,103 | 2,447 | -17.17 | 16.36 |
| GSA | 17,148 | 17,270 | 13,543 | 0.71 | -21.58 |
| HEW | 36,854 | 32,606 | 50,229 | -11.53 | 54.05 |
| HUD | 7,967 | 14,062 | 11,150 | 76.50 | -20.71 |
| Interior | 37,053 | 41,219 | 39,981 | 11.24 | - 3.00 |
| Action | 554 | 1,523 | 1,926 | 174.91 | 26.46 |
| GAO | 3,945 | 4,882 | 5,677 | 23.75 | 16.28 |
| GPO | 1,226 | 1,809 | 1,089 | 47.55 | -39.80 |
| NASA | 17,109 | 17,329 | 22,107 | 1.29 | 27.57 |
| RR Ret Bd | 1,054 | 450 | 335 | -57.31 | -25.56 |
| SBA | 1,277 | 2,303 | 2,095 | 80.34 | - 9.03 |
| SEC | 667 | 1,625 | 435 | 143.63 | -73.23 |
| Smithsonian | 741 | 1,062 | 1,022 | 43.32 | - 3.77 |
| Selective Service | 1,938 | 1,316 | 606 | -32.10 | -53.95 |
| State/AID | 3,417 | 3,054 | 2,379 | -10.62 | -22.10 |
| Transportation | 32,492 | 37,840 | 41,410 | 16.46 | 9.43 |
| Treasury | 61,625 | 84,945 | 71,334 | 37.84 | -16.02 |
| VA | 43,077 | 61,858 | 76,996 | 43.60 | 24.47 |
| All Others | 4,686 | 5,828 | 7,173 | 24.37 | 23.08 |

*Agency not in existence in year indicated.

# Table 34: Instances of Short-Term Training

BY PURPOSE OF TRAINING

| Purpose | FY 1974 | FY 1975 | FY 1976 | % Change FY 74-75 | % Change FY 75-76 |
|---|---|---|---|---|---|
| ALL PURPOSES | 732,200 | 863,355 | 957,327 | 17.91 | 10.88 |
| Program Change | 36,614 | 44,460 | 34,783 | 21.43 | -21.77 |
| New Technology | 61,908 | 63,876 | 63,867 | 3.18 | 0.00 |
| New Work Assignment | 45,741 | 63,638 | 58,992 | 39.13 | - 7.30 |
| Improve Performance | 423,138 | 500,038 | 605,300 | 18.17 | 21.05 |
| Future Staffing Needs | 54,120 | 80,505 | 86,104 | 48.75 | 6.95 |
| Develop Unavailable Skills | 57,791 | 40,661 | 34,472 | -29.64 | -15.22 |
| Trade or Craft Apprenticeship | 5,603 | 7,941 | 8,480 | 41.73 | 6.79 |
| Orientation | 38,976 | 51,307 | 56,374 | 31.64 | 9.88 |
| Adult Education | 7,906 | 10,759 | 8,512 | 36.09 | -20.88 |
| Unspecified | 403 | 170 | 443 | -57.82 | 160.59 |

BY TYPE OF TRAINING

| Type | FY 1974 | FY 1975 | FY 1976 | % Change FY 74-75 | % Change FY 75-76 |
|---|---|---|---|---|---|
| ALL TYPES | 732,200 | 863,355 | 957,327 | 17.91 | 10.88 |
| Executive/Management | 49,522 | 56,346 | 60,091 | 13.78 | 6.65 |
| Supervisory | 95,160 | 96,529 | 105,423 | 1.44 | 9.21 |
| Legal, Medical, Scientific, Engineering | 96,134 | 106,926 | 123,081 | 11.23 | 15.11 |
| Administration/Analysis | 108,148 | 156,435 | 177,811 | 44.65 | 13.66 |
| Specialty/Technical | 237,295 | 244,915 | 275,514 | 3.21 | 12.49 |
| Clerical | 46,664 | 74,988 | 73,843 | 60.70 | - 1.53 |
| Trades/Crafts | 36,496 | 39,172 | 44,768 | 7.33 | 14.29 |
| Orientation | 54,147 | 76,754 | 85,041 | 41.75 | 10.80 |
| Adult Basic Education | 8,395 | 10,959 | 10,165 | 30.54 | - 7.25 |
| Unspecified | 239 | 331 | 1,590 | 38.49 | 380.36 |

BY SOURCE OF TRAINING

| Source | FY 1974 | FY 1975 | FY 1976 | % Change FY 74-75 | % Change FY 75-76 |
|---|---|---|---|---|---|
| ALL SOURCES | 732,200 | 863,355 | 957,327 | 17.91 | 10.88 |
| Govt: Agency-Internal | 457,745 | 554,217 | 612,380 | 21.08 | 10.49 |
| Govt: Interagency | 101,439 | 107,826 | 120,789 | 6.30 | 12.02 |
| Non-Govt Developed | 40,783 | 41,941 | 42,266 | 2.84 | 0.77 |
| Non-Govt Off-the-Shelf | 126,942 | 153,863 | 176,404 | 21.21 | 14.65 |
| Non-Govt State & Local | 4,804 | 4,774 | 5,100 | - 0.62 | 6.83 |
| Unspecified | 487 | 734 | 388 | 50.72 | -47.14 |

## Table 35: Instances of Short-Term Training by Pay System, Grade Grouping, and Source, FY 1974

| PAY SYSTEM | TOTAL | INTERNAL | INTER-AGENCY | NON-GOVT DEVELOPED | NON-GOVT OFF-SHELF | STATE & LOCAL | UNSPECI-FIED |
|---|---|---|---|---|---|---|---|
| TOTAL ALL PAY SYSTEMS ..... | 732200 | 457745 | 101439 | 40783 | 126942 | 4804 | 487 |
| GENERAL SCHEDULE OR SIMILAR ... | 610599 | 366470 | 91608 | 35605 | 112531 | 3984 | 401 |
| GS-1 THRU 4 ..... | 86273 | 57567 | 12257 | 3371 | 12438 | 605 | 35 |
| GS-5 THRU 8 ..... | 174998 | 110021 | 28247 | 7113 | 28119 | 1376 | 122 |
| GS-9 THRU 12 ..... | 249668 | 152236 | 34408 | 13968 | 47248 | 1652 | 156 |
| GS-13 THRU 15 ..... | 97549 | 46032 | 16187 | 10884 | 24012 | 346 | 88 |
| GS-16 THRU 18 ..... | 2111 | 614 | 509 | 269 | 714 | 5 | 0 |
| PL-313 AND OTHER EXECS ..... | 2534 | 737 | 347 | 288 | 1141 | 21 | 0 |
| TOTAL WAGE SYSTEMS ..... | 87667 | 70347 | 6975 | 3430 | 6286 | 549 | 80 |
| REGULAR NONSUPERVISORY (WG) .. | 58689 | 49075 | 2211 | 2335 | 4595 | 408 | 65 |
| REGULAR LEADER (WL) ..... | 3609 | 2692 | 474 | 113 | 303 | 22 | 5 |
| REGULAR SUPERVISORY (WS) ..... | 25369 | 18580 | 4290 | 982 | 1388 | 119 | 10 |
| OTHER PAY SYSTEMS ..... | 29747 | 18864 | 2377 | 1400 | 6861 | 241 | 4 |
| UNSPECIFIED PAY SYSTEM ..... | 1653 | 1327 | 132 | 60 | 123 | 9 | 2 |

## Table 36: Instances of Short-Term Training by Pay System, Grade Grouping, and Source, FY 1975

| PAY SYSTEM | TOTAL | INTERNAL | INTER-AGENCY | NON-GOVT DEVELOPED | NON-GOVT OFF-SHELF | STATE & LOCAL | UNSPECI-FIED |
|---|---|---|---|---|---|---|---|
| TOTAL ALL PAY SYSTEMS ..... | 863355 | 554217 | 107826 | 41941 | 153863 | 4774 | 734 |
| GENERAL SCHEDULE OR SIMILAR ... | 723324 | 447344 | 99206 | 36915 | 135191 | 4029 | 639 |
| GS-1 THRU 4 ..... | 110329 | 76120 | 13723 | 4011 | 15727 | 684 | 64 |
| GS-5 THRU 8 ..... | 217031 | 138727 | 31487 | 8393 | 36833 | 1465 | 126 |
| GS-9 THRU 12 ..... | 283795 | 175788 | 36478 | 14905 | 54870 | 1509 | 245 |
| GS-13 THRU 15 ..... | 109933 | 56121 | 16885 | 9352 | 27016 | 366 | 193 |
| GS-16 THRU 18 ..... | 2236 | 588 | 633 | 254 | 745 | 5 | 11 |
| PL-313 AND OTHER EXECS ..... | 3094 | 1025 | 298 | 296 | 1462 | 11 | 2 |
| TOTAL WAGE SYSTEMS ..... | 99417 | 81294 | 6021 | 2923 | 8638 | 476 | 65 |
| REGULAR NONSUPERVISORY (WG) .. | 70385 | 59016 | 2572 | 1786 | 6616 | 353 | 42 |
| REGULAR LEADER (WL) ..... | 3927 | 2925 | 447 | 157 | 372 | 25 | 1 |
| REGULAR SUPERVISORY (WS) ..... | 25105 | 19353 | 3002 | 980 | 1650 | 98 | 22 |
| OTHER PAY SYSTEMS ..... | 36561 | 23805 | 2208 | 1795 | 8481 | 244 | 28 |
| UNSPECIFIED PAY SYSTEM ..... | 959 | 749 | 93 | 12 | 91 | 14 | 0 |

## Table 37: Instances of Short-Term Training by Pay System, Grade Grouping, and Source, FY 1976

| PAY SYSTEM | TOTAL | INTERNAL | INTER-AGENCY | NON-GOVT DEVELOPED | NON-GOVT OFF-SHELF | STATE & LOCAL | UNSPECI-FIED |
|---|---|---|---|---|---|---|---|
| TOTAL ALL PAY SYSTEMS ..... | 957327 | 612380 | 120789 | 42266 | 176404 | 5100 | 388 |
| GENERAL SCHEDULE OR SIMILAR ... | 790302 | 482310 | 111724 | 37105 | 154359 | 4447 | 357 |
| GS-1 THRU 4 ..... | 113932 | 77725 | 14486 | 3562 | 17306 | 808 | 45 |
| GS-5 THRU 8 ..... | 238719 | 149696 | 35232 | 8337 | 43894 | 1469 | 91 |
| GS-9 THRU 12 ..... | 321040 | 197310 | 42638 | 15261 | 63936 | 1724 | 171 |
| GS-13 THRU 15 ..... | 114610 | 57049 | 18757 | 9786 | 28530 | 440 | 48 |
| GS-16 THRU 18 ..... | 2001 | 530 | 611 | 159 | 693 | 6 | 2 |
| PL-313 AND OTHER EXECS ..... | 850 | 364 | 192 | 41 | 248 | 5 | 0 |
| TOTAL WAGE SYSTEMS ..... | 120965 | 101303 | 5978 | 3075 | 10146 | 438 | 25 |
| REGULAR NONSUPERVISORY (WG) .. | 90580 | 78776 | 2098 | 2128 | 7234 | 328 | 16 |
| REGULAR LEADER (WL) ..... | 3742 | 2933 | 301 | 149 | 347 | 12 | 0 |
| REGULAR SUPERVISORY (WS) ..... | 26643 | 19594 | 3579 | 798 | 2565 | 98 | 9 |
| OTHER PAY SYSTEMS ..... | 44534 | 27982 | 2803 | 2021 | 11516 | 206 | 6 |
| UNSPECIFIED PAY SYSTEM ..... | 676 | 421 | 92 | 24 | 135 | 4 | 0 |

# Table 38: Instances of Short-Term Training by Pay System, Grade Grouping, and Minority Group Designation, FY 1974

| Pay System | Total All Employees | | Total Minority | | Black | | Spanish Surnamed | | American Indian | | Oriental | | Unspecified | | Total Other Employees | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Instances | % | Instances | % | Instances | % | Instances | % | Instances | % | Instances | % | Instances | % | Instances | % |
| TOTAL ALL PAY SYSTEMS | 732200 | 100.00 | 112785 | 100.00 | 77458 | 100.00 | 21226 | 100.00 | 6362 | 100.00 | 7739 | 100.00 | 9092 | 100.00 | 610323 | 100.00 |
| TOTAL GENERAL SCHEDULE OR SIMILAR | 610599 | 83.39 | 90751 | 80.46 | 64221 | 82.91 | 15210 | 71.66 | 5012 | 78.78 | 6308 | 81.51 | 6557 | 72.12 | 513291 | 84.10 |
| GS-1 THRU 4 | 86273 | 11.78 | 23932 | 21.22 | 18345 | 23.68 | 3515 | 16.56 | 1447 | 22.74 | 625 | 8.08 | 2117 | 23.28 | 60[illegible] | 9.87 |
| GS-5 THRU 8 | 174998 | 23.90 | 35402 | 31.39 | 26355 | 34.02 | 5574 | 26.26 | 1707 | 26.83 | 1766 | 22.82 | 1789 | 19.68 | 137807 | 22.58 |
| GS-9 THRU 12 | 249668 | 34.10 | 25295 | 22.43 | 15741 | 20.32 | 4990 | 23.51 | 1538 | 24.17 | 3026 | 39.10 | 2019 | 22.21 | 222354 | 36.43 |
| GS-13 THRU 15 | 97549 | 13.32 | 6048 | 5.36 | 3727 | 4.80 | 1121 | 5.28 | 319 | 5.01 | 881 | 11.38 | 620 | 6.82 | 90881 | 14.89 |
| GS-16 THRU 18 | 2111 | 0.29 | 74 | 0.07 | 53 | 0.07 | 10 | 0.05 | 1 | 0.02 | 10 | 0.13 | 12 | 0.13 | 2025 | 0.33 |
| FL-313 & OTHER EXECS | 2534 | 0.35 | 322 | 0.29 | 89 | 0.11 | 52 | 0.24 | 109 | 1.71 | 72 | 0.93 | 19 | 0.21 | 2193 | 0.36 |
| TOTAL WAGE SYSTEMS | 87667 | 11.97 | 17376 | 15.41 | 10385 | 13.41 | 5121 | 24.13 | 1067 | 16.77 | 803 | 10.38 | 2046 | 22.50 | 68245 | 11.18 |
| REGULAR NONSUPERVISORY (WG) | 58689 | 8.02 | 12328 | 10.93 | 7406 | 9.56 | 3565 | 16.80 | 775 | 12.18 | 582 | 7.52 | 1535 | 16.88 | 44826 | 7.34 |
| REGULAR LEADER (WL) | 3609 | 0.49 | 805 | 0.71 | 515 | 0.66 | 218 | 1.03 | 56 | 0.88 | 16 | 0.21 | 32 | 0.35 | 2772 | 0.45 |
| REGULAR SUPERVISORY (WS) | 25369 | 3.46 | 4243 | 3.76 | 2464 | 3.18 | 1338 | 6.30 | 236 | 3.71 | 205 | 2.65 | 479 | 5.27 | 20647 | 3.38 |
| OTHER PAY SYSTEMS | 29747 | 4.06 | 4224 | 3.75 | 2699 | 3.48 | 807 | 3.80 | 170 | 2.67 | 548 | 7.08 | 427 | 4.70 | 25096 | 4.11 |
| UNSPECIFIED PAY SYSTEM | 1653 | 0.23 | 112 | 0.10 | 64 | 0.08 | 36 | 0.17 | 4 | 0.06 | 8 | 0.10 | 43 | 0.47 | 1498 | 0.25 |

# Table 39: Instances of Short-Term Training by Pay System, Grade Grouping, and Minority Group Designation, FY 1975

| Pay System | Total All Employees | | Total Minority | | Black | | Spanish Surnamed | | American Indian | | Oriental | | Unspecified | | Total Other Employees | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Instances | % | Instances | % | Instances | % | Instances | % | Instances | % | Instances | % | Instances | % | Instances | % |
| TOTAL ALL PAY SYSTEMS ..... | 863355 | 100.00 | 135786 | 100.00 | 95088 | 100.00 | 25540 | 100.00 | 6261 | 100.00 | 8897 | 100.00 | 13509 | 100.00 | 714060 | 100.00 |
| TOTAL GENERAL SCHEDULE OR SIMILAR .. | 723324 | 83.78 | 109913 | 80.95 | 79519 | 83.63 | 18376 | 72.20 | 4917 | 78.53 | 7100 | 79.80 | 10648 | 78.82 | 602764 | 84.41 |
| GS-1 THRU 4 ..... | 110329 | 12.78 | 24432 | 17.99 | 22239 | 23.39 | 4128 | 16.22 | 1370 | 21.88 | 695 | 7.81 | 3733 | 27.63 | 78164 | 10.95 |
| GS-5 THRU 8 ..... | 217031 | 25.14 | 43810 | 32.26 | 33261 | 34.98 | 6868 | 26.99 | 1614 | 25.78 | 2067 | 23.23 | 3384 | 25.05 | 169837 | 23.78 |
| GS-9 THRU 12 ..... | 283795 | 32.87 | 30509 | 22.47 | 19517 | 20.53 | 6133 | 24.10 | 1566 | 25.01 | 3293 | 37.01 | 2786 | 20.62 | 250500 | 35.08 |
| GS-13 THRU 15 ..... | 109933 | 12.73 | 7069 | 5.21 | 4442 | 4.67 | 1235 | 4.85 | 359 | 5.73 | 1033 | 11.61 | 740 | 5.48 | 102124 | 14.30 |
| GS-16 THRU 18 ..... | 2236 | 0.26 | 92 | 0.07 | 60 | 0.06 | 12 | 0.05 | 8 | 0.13 | 12 | 0.13 | 5 | 0.04 | 2139 | 0.30 |
| PL-313 & OTHER EXECS ..... | 3094 | 0.36 | 347 | 0.26 | 147 | 0.15 | 80 | 0.31 | 10 | 0.16 | 110 | 1.24 | 11 | 0.08 | 2736 | 0.38 |
| TOTAL WAGE SYSTEMS ..... | 99417 | 11.52 | 19769 | 14.56 | 11848 | 12.46 | 5872 | 23.07 | 1142 | 18.24 | 907 | 10.19 | 2236 | 16.55 | 77412 | 10.84 |
| REGULAR NONSUPERVISORY (WG) ..... | 70385 | 8.15 | 14540 | 10.71 | 8531 | 8.97 | 4482 | 17.61 | 908 | 14.50 | 619 | 6.96 | 1789 | 13.24 | 54056 | 7.57 |
| REGULAR LEADER (WL) ..... | 3927 | 0.45 | 891 | 0.66 | 548 | 0.58 | 272 | 1.07 | 45 | 0.72 | 26 | 0.29 | 80 | 0.59 | 2956 | 0.41 |
| REGULAR SUPERVISORY (WS) ..... | 25105 | 2.91 | 4338 | 3.19 | 2769 | 2.91 | 1118 | 4.39 | 189 | 3.02 | 262 | 2.94 | 367 | 2.72 | 20400 | 2.86 |
| OTHER PAY SYSTEMS ..... | 36561 | 4.23 | 5624 | 4.14 | 3484 | 3.66 | 1185 | 4.66 | 184 | 2.94 | 771 | 8.67 | 584 | 4.32 | 30353 | 4.25 |
| UNSPECIFIED PAY SYSTEM ..... | 959 | 0.11 | 134 | 0.10 | 90 | 0.09 | 27 | 0.11 | 8 | 0.13 | 9 | 0.10 | 30 | 0.22 | 795 | 0.11 |

# Table 40: Instances of Short-Term Training by Pay System, Grade Grouping, and Minority Group Designation, FY 1976

| Pay System | Total All Employees | | Total Minority | | Black | | Spanish Surnamed | | American Indian | | Oriental | | Unspecified | | Total Other Employees | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Instances | % | Instances | % | Instances | % | Instances | % | Instances | % | Instances | % | Instances | % | Instances | % |
| TOTAL ALL PAY SYSTEMS | 957327 | 100.00 | 151412 | 100.00 | 99709 | 100.00 | 32807 | 100.00 | 7674 | 100.00 | 11293 | 100.00 | 32558 | 100.00 | 773286 | 100.00 |
| TOTAL GENERAL SCHEDULE OR SIMILAR | 790302 | 82.55 | 118899 | 78.49 | 81814 | 82.05 | 22084 | 67.31 | 6184 | 80.58 | 8817 | 78.07 | 24807 | 76.19 | 646596 | 83.62 |
| GS-1 THRU 4 | 113932 | 11.90 | 26966 | 17.80 | 20039 | 20.10 | 4520 | 13.78 | 1648 | 21.48 | 759 | 6.72 | 8689 | 26.69 | 78277 | 10.12 |
| GS-5 THRU 8 | 238719 | 24.94 | 46930 | 30.98 | 34245 | 34.34 | 8171 | 24.91 | 2229 | 29.05 | 2285 | 20.23 | 8713 | 26.76 | 183076 | 23.68 |
| GS-9 THRU 12 | 321040 | 33.54 | 36837 | 24.32 | 22701 | 22.77 | 7828 | 23.86 | 1830 | 23.85 | 4478 | 39.65 | 6025 | 18.51 | 278178 | 35.97 |
| GS-13 THRU 15 | 114610 | 11.97 | 8060 | 5.32 | 4754 | 4.77 | 1550 | 4.72 | 471 | 6.14 | 1285 | 11.38 | 1335 | 4.10 | 105215 | 13.61 |
| GS-16 THRU 18 | 2001 | 0.21 | 106 | 0.07 | 75 | 0.08 | 15 | 0.05 | 6 | 0.08 | 10 | 0.09 | 45 | 0.14 | 1850 | 0.24 |
| PL-313 & OTHER EXECS | 850 | 0.09 | 24 | 0.02 | 19 | 0.02 | 1 | 0.00 | 2 | 0.03 | 2 | 0.02 | 449 | 1.38 | 377 | 0.05 |
| TOTAL WAGE SYSTEMS | 120965 | 12.64 | 26381 | 17.42 | 14540 | 14.58 | 9310 | 28.38 | 1236 | 16.11 | 1295 | 11.47 | 3880 | 11.92 | 90704 | 11.73 |
| REGULAR NONSUPERVISORY (WG) | 90580 | 9.46 | 20636 | 13.62 | 10904 | 10.94 | 7757 | 23.64 | 919 | 11.98 | 1056 | 9.35 | 3043 | 9.35 | 66901 | 8.65 |
| REGULAR LEADER (WL) | 3742 | 0.39 | 811 | 0.54 | 503 | 0.50 | 236 | 0.72 | 45 | 0.59 | 27 | 0.24 | 118 | 0.36 | 2813 | 0.36 |
| REGULAR SUPERVISORY (WS) | 26643 | 2.78 | 4934 | 3.26 | 3133 | 3.14 | 1317 | 4.01 | 272 | 3.54 | 212 | 1.88 | 719 | 2.21 | 20990 | 2.71 |
| OTHER PAY SYSTEMS | 44534 | 4.65 | 6084 | 4.02 | 3283 | 3.29 | 1382 | 4.21 | 247 | 3.22 | 1172 | 10.38 | 3259 | 10.01 | 35191 | 4.55 |
| UNSPECIFIED PAY SYSTEM | 676 | 0.07 | 95 | 0.06 | 53 | 0.05 | 30 | 0.09 | 5 | 0.07 | 7 | 0.06 | 163 | 0.50 | 418 | 0.05 |

## Table 41: Instances of Short-Term Training by Pay System, Grade Grouping, and Source by Sex, FY 1974

| PAY SYSTEM | TOTAL | | | GOVT. INTERNAL | | | GOVT. INTERAGENCY | | | NON-GOVERNMENT | | | UNSPECIFIED | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | TOTAL | MEN | WOMEN | TOTAL | MEN | WOMEN | TOTAL | MEN | WOMEN | TOTAL | MEN | WOMEN | TOTAL | MEN | WOMEN |
| TOTAL ALL PAY SYSTEMS | 732200 | 514122 | 210838 | 457745 | 332449 | 118724 | 101439 | 61763 | 39417 | 172529 | 119567 | 52555 | 487 | 343 | 142 |
| GENERAL SCHEDULE OR SIMILAR | 610599 | 410836 | 194016 | 366470 | 253041 | 107977 | 91608 | 53132 | 38369 | 152120 | 104404 | 47529 | 401 | 259 | 141 |
| GS-1 THRU 4 | 86273 | 17010 | 64992 | 57567 | 12515 | 40854 | 12257 | 1190 | 11042 | 16414 | 3302 | 13064 | 35 | 3 | 32 |
| GS-5 THRU 8 | 174998 | 83830 | 89922 | 110021 | 61018 | 47859 | 28247 | 8856 | 19353 | 36608 | 13908 | 22636 | 122 | 48 | 74 |
| GS-9 THRU 12 | 249688 | 214559 | 34920 | 152236 | 134427 | 17710 | 34408 | 27357 | 7021 | 62868 | 52651 | 10157 | 156 | 124 | 32 |
| GS-13 THRU 15 | 97549 | 93367 | 4141 | 46032 | 44478 | 1543 | 16187 | 15230 | 943 | 35242 | 33575 | 1652 | 88 | 84 | 3 |
| GS-16 THRU 18 | 2111 | 2070 | 41 | 814 | 803 | 11 | 509 | 499 | 10 | 988 | 968 | 20 | 0 | 0 | 0 |
| PL-313 AND OTHER EXECS | 2534 | 2095 | 104 | 737 | 555 | 24 | 347 | 281 | 5 | 1450 | 1259 | 75 | 0 | 0 | 0 |
| TOTAL WAGE SYSTEMS | 87667 | 83811 | 3773 | 70347 | 67272 | 3012 | 6975 | 6761 | 210 | 10265 | 9698 | 551 | 80 | 80 | 0 |
| REGULAR NONSUPERVISORY (WG) | 58689 | 55491 | 3118 | 49075 | 46465 | 2547 | 2211 | 2080 | 109 | 7338 | 6881 | 442 | 65 | 65 | 0 |
| REGULAR LEADER (WL) | 3609 | 3458 | 151 | 2692 | 2579 | 113 | 474 | 464 | 10 | 438 | 410 | 28 | 5 | 5 | 0 |
| REGULAR SUPERVISORY (WS) | 25369 | 24862 | 504 | 18580 | 18228 | 352 | 4290 | 4217 | 71 | 2489 | 2407 | 91 | 10 | 10 | 0 |
| OTHER PAY SYSTEMS | 29747 | 16823 | 12524 | 18864 | 11254 | 7357 | 2377 | 1496 | 807 | 8502 | 4069 | 4360 | 4 | 4 | 0 |
| UNSPECIFIED PAY SYSTEM | 1653 | 557 | 421 | 1327 | 327 | 554 | 132 | 93 | 26 | 192 | 137 | 40 | 2 | 0 | 1 |

## Table 42: Instances of Short-Term Training by Pay System, Grade Grouping, and Source by Sex, FY 1975

| PAY SYSTEM | TOTAL | | | GOVT. INTERNAL | | | GOVT. INTERAGENCY | | | NON-GOVERNMENT | | | UNSPECIFIED | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | TOTAL | MEN | WOMEN | TOTAL | MEN | WOMEN | TOTAL | MEN | WOMEN | TOTAL | MEN | WOMEN | TOTAL | MEN | WOMEN |
| TOTAL ALL PAY SYSTEMS | 863355 | 584196 | 275661 | 554217 | 387052 | 164353 | 107826 | 63405 | 44194 | 200578 | 133209 | 66911 | 734 | 530 | 203 |
| GENERAL SCHEDULE OR SIMILAR | 723324 | 466306 | 254183 | 447344 | 294583 | 150359 | 99206 | 59967 | 43079 | 176135 | 115313 | 60550 | 639 | 443 | 195 |
| GS-1 THRU 4 | 110329 | 22673 | 86502 | 76120 | 17370 | 57714 | 13723 | 1441 | 12241 | 20422 | 3859 | 16487 | 64 | 3 | 60 |
| GS-5 THRU 8 | 217031 | 97741 | 117984 | 136727 | 71308 | 66265 | 31487 | 9378 | 22056 | 46691 | 17020 | 29572 | 126 | 35 | 91 |
| GS-9 THRU 12 | 283795 | 238830 | 44661 | 175786 | 151244 | 24359 | 36478 | 28667 | 7761 | 71284 | 58708 | 12507 | 245 | 211 | 34 |
| GS-13 THRU 15 | 109933 | 104866 | 5000 | 56121 | 54082 | 2014 | 16885 | 15861 | 1010 | 36734 | 34740 | 1966 | 193 | 183 | 10 |
| GS-16 THRU 18 | 2236 | 2198 | 36 | 588 | 579 | 7 | 633 | 620 | 11 | 1004 | 986 | 18 | 11 | 11 | 0 |
| PL-313 AND OTHER EXECS | 3094 | 2657 | 140 | 1025 | 832 | 39 | 298 | 259 | 10 | 1769 | 1564 | 91 | 2 | 2 | 0 |
| TOTAL WAGE SYSTEMS | 99417 | 94843 | 4511 | 81294 | 77548 | 3685 | 6021 | 5716 | 305 | 12037 | 11519 | 516 | 65 | 60 | 5 |
| REGULAR NONSUPERVISORY (WG) | 70385 | 66560 | 3768 | 59016 | 55789 | 3172 | 2572 | 2396 | 176 | 8755 | 8337 | 418 | 42 | 38 | 4 |
| REGULAR LEADER (WL) | 3927 | 3791 | 133 | 2925 | 2825 | 97 | 447 | 433 | 14 | 554 | 532 | 22 | 1 | 1 | 0 |
| REGULAR SUPERVISORY (WS) | 25105 | 24492 | 610 | 19353 | 18934 | 416 | 3002 | 2887 | 115 | 2728 | 2650 | 78 | 22 | 21 | 1 |
| OTHER PAY SYSTEMS | 36561 | 19712 | 16674 | 23805 | 13538 | 10159 | 2208 | 1413 | 778 | 10520 | 4736 | 5734 | 28 | 25 | 3 |
| UNSPECIFIED PAY SYSTEM | 959 | 671 | 153 | 749 | 551 | 111 | 93 | 50 | 22 | 117 | 77 | 20 | 0 | 0 | 0 |

## Table 43: Instances of Short-Term Training by Pay System, Grade Grouping, and Source by Sex, FY 1976

| PAY SYSTEM | TOTAL | | | GOVT. INTERNAL | | | GOVT. INTERAGENCY | | | NON-GOVERNMENT | | | UNSPECIFIED | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | TOTAL | MEN | WOMEN | TOTAL | MEN | WOMEN | TOTAL | MEN | WOMEN | TOTAL | MEN | WOMEN | TOTAL | MEN | WOMEN |
| TOTAL ALL PAY SYSTEMS | 957327 | 643531 | 310233 | 612380 | 429205 | 180687 | 120789 | 69319 | 51079 | 223770 | 144729 | 78359 | 388 | 278 | 108 |
| GENERAL SCHEDULE OR SIMILAR | 790302 | 502404 | 285237 | 482310 | 316744 | 165533 | 111724 | 61607 | 49886 | 195911 | 123804 | 71712 | 357 | 249 | 106 |
| GS-1 THRU 4 | 113932 | 24406 | 88780 | 77725 | 19184 | 57950 | 14486 | 1304 | 13116 | 21676 | 3908 | 17679 | 45 | 10 | 35 |
| GS-5 THRU 8 | 238719 | 104282 | 133061 | 149696 | 76077 | 72428 | 35232 | 9886 | 25275 | 53700 | 18283 | 35305 | 91 | 36 | 53 |
| GS-9 THRU 12 | 321040 | 263245 | 57340 | 197310 | 166260 | 30819 | 42638 | 32297 | 10267 | 80921 | 64534 | 16237 | 171 | 154 | 17 |
| GS-13 THRU 15 | 114610 | 108507 | 6022 | 57049 | 54698 | 2331 | 18757 | 17521 | 1217 | 38756 | 36241 | 2473 | 48 | 47 | 1 |
| GS-16 THRU 18 | 2001 | 1964 | 34 | 530 | 525 | 5 | 611 | 599 | 11 | 858 | 838 | 18 | 2 | 2 | 0 |
| PL-313 AND OTHER EXECS | 850 | 401 | 3 | 364 | 148 | 1 | 192 | 107 | 0 | 294 | 146 | 2 | 0 | 0 | 0 |
| TOTAL WAGE SYSTEMS | 120965 | 114588 | 6357 | 101303 | 95890 | 5382 | 5978 | 5716 | 256 | 13659 | 12939 | 717 | 25 | 23 | 2 |
| REGULAR NONSUPERVISORY (WG) | 90580 | 84980 | 5567 | 78776 | 73938 | 4813 | 2098 | 1937 | 155 | 9690 | 9091 | 597 | 16 | 14 | 2 |
| REGULAR LEADER (WL) | 3742 | 3596 | 144 | 2933 | 2829 | 102 | 301 | 285 | 16 | 508 | 482 | 26 | 0 | 0 | 0 |
| REGULAR SUPERVISORY (WS) | 26643 | 25992 | 646 | 19594 | 19123 | 467 | 3579 | 3494 | 85 | 3451 | 3366 | 94 | 9 | 9 | 0 |
| OTHER PAY SYSTEMS | 44534 | 25785 | 18452 | 27982 | 16188 | 11645 | 2803 | 1852 | 908 | 13743 | 7739 | 5899 | 6 | 6 | 0 |
| UNSPECIFIED PAY SYSTEM | 676 | 375 | 184 | 421 | 235 | 126 | 92 | 37 | 29 | 163 | 101 | 29 | 0 | 0 | 0 |

# Table 44: Comparison of Employee Population and Instances of Short-Term Training by Pay System, Grade Group, and Sex, FY 1974

| Pay System | Percentage of Total Population | | | Percentage of Total Instances | | |
|---|---|---|---|---|---|---|
| | Total | Men | Women | Total | Men | Women |
| TOTAL ALL PAY SYSTEMS ..... | 100.00 | 65.73 | 33.64 | 100.00 | 70.22 | 28.80 |
| TOTAL GENERAL SCHEDULE OR SIMILAR ..... | 68.93 | 39.94 | 28.51 | 83.39 | 56.11 | 26.50 |
| GS-1 THRU 4 ..... | 17.90 | 4.38 | 13.13 | 11.78 | 2.32 | 8.88 |
| GS-5 THRU 8 ..... | 20.83 | 9.01 | 11.75 | 23.90 | 11.45 | 12.28 |
| GS-9 THRU 12 ..... | 21.26 | 18.00 | 3.25 | 34.10 | 29.30 | 4.77 |
| GS-13 THRU 15 ..... | 8.68 | 8.29 | 0.38 | 13.32 | 12.75 | 0.57 |
| GS-16 THRU 18 ..... | 0.26 | 0.25 | 0.01 | 0.29 | 0.28 | 0.01 |
| PL-313 & OTHER EXECS ..... | 0.58 | 0.49 | 0.08 | 0.35 | 0.29 | 0.01 |
| TOTAL WAGE SYSTEMS ..... | 21.98 | 28.08 | 1.88 | 11.97 | 11.45 | 0.52 |
| REGULAR NONSUPERVISORY (WG) | 19.21 | 17.41 | 1.78 | 8.02 | 7.58 | 0.43 |
| REGULAR LEADER (WL) ..... | 0.72 | 0.68 | 0.04 | 0.49 | 0.47 | 0.02 |
| REGULAR SUPERVISORY (WS) .. | 2.05 | 1.99 | 0.06 | 3.46 | 3.40 | 0.07 |
| OTHER PAY SYSTEMS ..... | 8.10 | 5.04 | 3.01 | 4.06 | 2.30 | 1.71 |
| UNSPECIFIED PAY SYSTEM ..... | 0.41 | 0.18 | 0.15 | 0.23 | 0.08 | 0.06 |

Note: Totals include individuals who are not specified by sex.

# Table 45: Comparison of Employee Population and Instances of Short-Term Training by Pay System, Grade Group, and Sex, FY 1975

| Pay System | Percentage of Total Population | | | Percentage of Total Instances | | |
|---|---|---|---|---|---|---|
| | Total | Men | Women | Total | Men | Women |
| TOTAL ALL PAY SYSTEMS ..... | 100.00 | 65.27 | 34.39 | 100.00 | 67.67 | 31.93 |
| TOTAL GENERAL SCHEDULE OR SIMILAR ..... | 69.72 | 40.14 | 29.31 | 83.78 | 54.01 | 29.44 |
| GS-1 THRU 4 ..... | 17.58 | 4.30 | 13.12 | 12.78 | 2.63 | 10.02 |
| GS-5 THRU 8 ..... | 21.60 | 9.23 | 12.31 | 25.14 | 11.32 | 13.67 |
| GS-9 THRU 12 ..... | 21.38 | 17.90 | 3.46 | 32.87 | 27.66 | 5.17 |
| GS-13 THRU 15 ..... | 8.89 | 8.47 | 0.42 | 12.73 | 12.15 | 0.58 |
| GS-16 THRU 18 ..... | 0.26 | 0.25 | 0.01 | 0.26 | 0.25 | 0.00 |
| PL-313 & OTHER EXECS ..... | 0.58 | 0.49 | 0.09 | 0.36 | 0.31 | 0.02 |
| TOTAL WAGE SYSTEMS ..... | 21.38 | 19.56 | 1.80 | 11.52 | 10.99 | 0.52 |
| REGULAR NONSUPERVISORY (WG) | 18.68 | 16.95 | 1.71 | 8.15 | 7.71 | 0.44 |
| REGULAR LEADER (WL) ..... | 0.70 | 0.66 | 0.04 | 0.45 | 0.44 | 0.02 |
| REGULAR SUPERVISORY (WS) .. | 2.01 | 1.95 | 0.06 | 2.91 | 2.84 | 0.07 |
| OTHER PAY SYSTEMS ..... | 8.13 | 4.97 | 3.12 | 4.23 | 2.28 | 1.93 |
| UNSPECIFIED PAY SYSTEM ..... | 0.19 | 0.11 | 0.07 | 0.11 | 0.08 | 0.02 |

Note: Totals include individuals who are not specified by sex.

# Table 46: Comparison of Employee Population and Instances of Short-Term Training by Pay System, Grade Group, and Sex, FY 1976

| Pay System | Percentage of Total Population | | | Percentage of Total Instances | | |
|---|---|---|---|---|---|---|
| | Total | Men | Women | Total | Men | Women |
| TOTAL ALL PAY SYSTEMS ..... | 100.00 | 64.70 | 34.98 | 100.00 | 67.22 | 32.41 |
| TOTAL GENERAL SCHEDULE OR SIMILAR ..... | 70.38 | 40.25 | 29.87 | 82.55 | 52.48 | 29.80 |
| GS-1 THRU 4 ..... | 17.14 | 4.19 | 12.79 | 11.90 | 2.55 | 9.27 |
| GS-5 THRU 8 ..... | 21.81 | 8.98 | 12.75 | 24.94 | 10.89 | 13.90 |
| GS-9 THRU 12 ..... | 22.14 | 18.26 | 3.86 | 33.54 | 27.50 | 5.99 |
| GS-13 THRU 15 ..... | 9.03 | 8.56 | 0.46 | 11.97 | 11.33 | 0.63 |
| GS-16 THRU 18 ..... | 0.25 | 0.25 | 0.01 | 0.21 | 0.21 | 0.00 |
| PL-313 & OTHER EXECS ..... | 0.30 | 0.23 | 0.07 | 0.09 | 0.04 | 0.00 |
| TOTAL WAGE SYSTEMS ..... | 20.58 | 18.87 | 1.70 | 12.64 | 11.97 | 0.66 |
| REGULAR NONSUPERVISORY (WG) | 17.94 | 16.32 | 1.61 | 9.46 | 8.88 | 0.58 |
| REGULAR LEADER (WL) ..... | 0.67 | 0.63 | 0.04 | 0.39 | 0.38 | 0.02 |
| REGULAR SUPERVISORY (WS) .. | 1.98 | 1.92 | 0.06 | 2.78 | 2.72 | 0.07 |
| OTHER PAY SYSTEMS ..... | 8.56 | 5.26 | 3.28 | 4.65 | 2.69 | 1.93 |
| UNSPECIFIED PAY SYSTEM ..... | 0.17 | 0.09 | 0.07 | 0.07 | 0.04 | 0.02 |

Note: Totals include individuals who are not specified by sex.

# Table 47: Instance and Duration Ratios of Short-Term Training by Pay System and Grade Grouping, FY 74, 75 and 76

| Pay System | Instance Ratio* | | | Duration Ratio** | | |
|---|---|---|---|---|---|---|
| | Fiscal Year 1974 | Fiscal Year 1975 | Fiscal Year 1976 | Fiscal Year 1974 | Fiscal Year 1975 | Fiscal Year 1976 |
| TOTAL ALL PAY SYSTEMS ..... | 36.02 | 41.91 | 46.33 | 0.71 | 0.76 | 0.81 |
| TOTAL GENERAL SCHEDULE OR SIMILAR ..... | 43.58 | 50.37 | 54.34 | 0.86 | 0.89 | 0.94 |
| GS-1 THRU 4 ..... | 23.71 | 30.46 | 32.17 | 0.37 | 0.45 | 0.46 |
| GS-5 THRU 8 ..... | 41.33 | 48.77 | 52.97 | 1.01 | 0.99 | 1.05 |
| GS-9 THRU 12 ..... | 57.77 | 64.44 | 70.17 | 1.08 | 1.13 | 1.20 |
| GS-13 THRU 15 ..... | 55.29 | 60.01 | 61.39 | 0.97 | 0.94 | 0.95 |
| GS-16 THRU 18 ..... | 39.96 | 42.36 | 38.15 | 0.93 | 0.77 | 0.70 |
| PL-313 & OTHER EXECS ..... | 21.43 | 25.92 | 13.52 | 0.35 | 0.37 | 0.35 |
| TOTAL WAGE SYSTEMS ..... | 19.62 | 22.57 | 28.44 | 0.35 | 0.39 | 0.44 |
| REGULAR NONSUPERVISORY (WG) | 15.02 | 18.29 | 24.44 | 0.30 | 0.35 | 0.41 |
| REGULAR LEADER (WL) ..... | 24.68 | 27.34 | 26.98 | 0.38 | 0.37 | 0.37 |
| REGULAR SUPERVISORY (WS) .. | 60.85 | 60.76 | 65.23 | 0.77 | 0.77 | 0.79 |
| OTHER PAY SYSTEMS ..... | 18.06 | 21.84 | 25.18 | 0.41 | 0.67 | 0.64 |
| UNSPECIFIED PAY SYSTEM ..... | 19.95 | 24.07 | 18.98 | 0.30 | 0.39 | 0.34 |

*Percent of training participation in terms of population.

**Percent of man-hours spent in training participation in terms of man-hours potentially available for training purposes. (For example, total training participation in FY 76 was approximately eight-tenths of one percent of the total available man-hours Government-wide. On the other hand, training for the grade group GS 9-12 comprised 1.2 percent of the available man-hours for that group for the same year.

# Table 48: Intergovernmental Training by Agency, Instances and Man-Hours of Training, FY 74-76

| Agency | FY 1974 | | FY 1975 | | FY 1976 | | % Change of Instances FY 1974-75 | % Change of Instances FY 1975-76 |
|---|---|---|---|---|---|---|---|---|
| | Instances | Duration | Instances | Duration | Instances | Duration | | |
| TOTAL ALL AGENCIES | 66,582 | 2,491,068 | 74,552 | 2,231,948 | 70,222 | 1,242,008 | 11.97 | - 5.81 |
| ACTION | 0 | 0 | 0 | 0 | 587 | 8,831 | -- | -- |
| AGRIC | 4,138 | 152,452 | 5,801 | 131,128 | 7,331 | 45,838 | 40.19 | 26.37 |
| AEC | 57 | 9,720 | * | * | * | * | * | * |
| COMMERCE | 5,635 | 59,240 | 710 | 25,560 | 5,898 | 107,299 | - 87.40 | 730.70 |
| COMMUNITY SVC ADM | 0 | 0 | 0 | 0 | 15 | 488 | * | * |
| CONS PROD SAF COMM | 0 | 0 | 11 | 24 | 69 | 1,242 | * | 527.27 |
| CSC | 13,660 | 382,508 | 14,900 | 417,200 | 13,256 | -- | 9.08 | - 11.03 |
| TOTAL DEFENSE | 1,255 | 54,695 | 559 | 5,558 | 3,669 | 2,350 | - 55.46 | 556.35 |
| AF | 2 | 80 | 3 | 120 | 0 | 0 | 50.00 | -100.00 |
| ARMY | 1,168 | 52,635 | 25 | 2,098 | 13 | 264 | - 97.86 | - 48.00 |
| NAVY | 76 | 1,520 | 3 | 90 | 3,635 | 1,774 | - 96.05 | 1210.67 |
| OTHER DEFENSE | 9 | 460 | 528 | 1,872 | 21 | 312 | 5666.67 | - 96.02 |
| EEOC | 957 | 704 | 269 | 5,919 | 0 | 0 | - 71.89 | -100.00 |
| ERDA | * | * | 13 | 288 | 0 | 0 | * | -100.00 |
| EPA | 4,030 | 126,221 | 1,861 | 65,884 | 1,599 | 45,415 | - 53.82 | - 14.08 |
| GSA | 1,458 | 8,810 | 903 | 5,919 | 904 | 6,280 | - 38.07 | 0.11 |
| HEW | 5,123 | 152,207 | 5,967 | 225,843 | 3,596 | 166,363 | 16.47 | - 39.74 |
| HUD | 3,263 | 52,920 | 4,322 | 75,239 | 1,976 | 2,563 | 32.45 | - 54.28 |
| INTERIOR | 2,450 | 500,932 | 15,759 | 394,082 | 1,883 | 22,290 | 543.22 | - 88.05 |
| JUSTICE[1/] | 6,212 | 333,711 | 4,147 | 308,946 | 7,326 | 329,098 | - 33.24 | 76.66 |
| LABOR | 11,270 | 377,570 | 12,894 | 306,261 | 15,403 | 308,253 | 14.41 | 19.46 |
| NAT CREDIT UNION | 53 | 9,720 | 0 | 0 | 0 | 0 | -100.00 | 0.00 |
| NRC | * | * | * | * | 638 | 35,480 | * | * |
| SEC | 318 | 5,832 | 400 | 6,400 | 29 | 580 | 25.79 | - 92.75 |
| SMITH INST | 104 | 4,160 | 42 | 832 | 0 | 0 | - 59.62 | -100.00 |
| TRANS | 5,771 | 237,338 | 5,013 | 156,666 | 6,043 | 159,638 | - 13.13 | 20.55 |
| TREAS[2/] | 583 | 20,966 | 346 | 22,455 | 818 | 38,780 | - 40.65 | 136.42 |
| VA | 245 | 8,290 | 635 | 77,744 | 386 | 4,268 | 159.18 | - 39.21 |

1/ Excludes State and local police trained by the FBI and LEAA: 343,200 in FY 1974; 325,908 in FY 1975; and 325,151 in FY 1976.
2/ Excludes State and local participants in the Bureau of Alcohol, Tobacco & Firearms training: 32,671 in FY 1974; 38,228 in FY 1975; and 46,726 in FY 1976.

*Agency not in existence in year indicated.

# Table 49: Salaries of Agency Training Staffs, FY 1974

| Agency | Total | Full-Time Personnel | | | Part-Time Personnel | | |
|---|---|---|---|---|---|---|---|
| | | Employee Development Specialists | Instructors | Adm. & Clerical Support | Employee Development Specialists | Instructors | Adm. & Clerical Support |
| ALL AGENCY TOTALS | 125,649,402 | 39,104,406 | 44,813,184* | 25,508,395 | 3,225,045* | 7,743,612* | 5,234,760* |
| AEC | 264,810 | 103,595 | 0 | 33,098 | 87,208 | 0 | 40,909 |
| AF | 7,515,876 | 3,358,306 | 1,862,054 | 1,060,568 | 425,403 | 440,539 | 369,006 |
| AGRIC | 4,195,202 | 1,799,189 | 611,968 | 552,946 | 342,136 | 464,622 | 424,341 |
| NAT FOUND ARTS & HUM | 8,912 | 0 | 0 | 0 | 6,668 | 0 | 2,244 |
| ARMY | 8,120,876 | 5,078,448 | 930,583 | 1,362,951 | 323,526 | 109,011 | 316,357 |
| CAB | 22,000 | 16,000 | 0 | 0 | 6,000 | 0 | 0 |
| COMM CIVIL RIGHTS | 9,500 | 0 | 0 | 0 | 8,500 | 0 | 1,000 |
| COMMERCE | 1,876,772 | 715,895 | 504,353 | 464,960 | 85,676 | 45,857 | 60,031 |
| CSC | 46,471 | 24,724 | 0 | 8,500 | 0 | 13,247 | 0 |
| NAT CREDIT UNION | 65,843 | 47,819 | 0 | 18,024 | 0 | 0 | 0 |
| PANAMA CANAL | 552,328 | 107,805 | 332,597 | 63,190 | 4,692 | 35,023 | 9,021 |
| OTHER DEFENSE | 7,924,769 | 1,847,370 | 1,940,458 | 2,834,422 | 187,378 | 125,139 | 990,002 |
| JUSTICE | 8,783,926 | 771,159 | 4,108,771 | 3,292,298 | 0 | 460,771 | 150,927 |
| LABOR | 1,786,080 | 935,501 | 239,127 | 325,568 | 52,720 | 125,959 | 107,205 |
| EEOC | 98,861 | 84,184 | 0 | 8,055 | 6,622 | 0 | 0 |
| EPA | 1,188,385 | 136,491 | 614,869 | 355,277 | 33,189 | 7,600 | 40,959 |
| FCC | 40,580 | 35,563 | 0 | 5,017 | 0 | 0 | 0 |
| FHLBB | 61,175 | 50,708 | 0 | 10,467 | 0 | 0 | 0 |
| FPC | 21,349 | 0 | 0 | 0 | 14,656 | 0 | 6,693 |
| FTC | 47,102 | 27,466 | 0 | 17,836 | 0 | 0 | 1,800 |
| GSA | 1,273,789 | 363,264 | 437,654 | 207,713 | 0 | 88,353 | 176,805 |
| HEW | 9,430,742 | 5,201,845 | 929,607 | 2,208,682 | 95,641 | 598,220 | 396,747 |
| HUD | 878,907 | 626,569 | 65,911 | 171,333 | 7,336 | 0 | 7,758 |
| ICC | 23,834 | 21,366 | 0 | 0 | 0 | 0 | 2,468 |
| INTERIOR | 2,607,580 | 1,047,260 | 413,656 | 424,623 | 279,296 | 173,522 | 269,223 |
| GAO | 291,944 | 0 | 239,056 | 52,888 | 0 | 0 | 0 |

*Of the total dollar amount expended for agency training staffs, only $61,036,601 was used in computing agency-internal training expenditures.

## (Contd.) Table 49: Salaries of Agency Training Staffs, FY 1974

| Agency | Total | Full-Time Personnel | | | Part-Time Personnel | | |
|---|---|---|---|---|---|---|---|
| | | Employee Development Specialists | Instructors | Adm. & Clerical Support | Employee Development Specialists | Instructors | Adm. & Clerical Support |
| GPO | 451,546 | 144,750 | 0 | 13,596 | 0 | 291,200 | 0 |
| LIB CONG | 291,069 | 121,627 | 119,594 | 35,893 | 0 | 6,738 | 7,217 |
| NSF | 32,736 | 0 | 0 | 0 | 27,338 | 0 | 5,398 |
| NAT CAP HOUSING | 18,054 | 18,054 | 0 | 0 | 0 | 0 | 0 |
| NLRB | 61,262 | 46,540 | 0 | 5,682 | 9,040 | 0 | 0 |
| NASA | 1,031,307 | 850,809 | 15,000 | 118,519 | 14,108 | 0 | 32,871 |
| NAVY | 12,478,013 | 4,547,395 | 5,283,831 | 1,305,460 | 125,793 | 972,520 | 243,014 |
| RR RET BD | 156,141 | 38,918 | 49,284 | 7,438 | 0 | 8,164 | 52,337 |
| SBA | 102,645 | 87,165 | 0 | 10,680 | 0 | 0 | 4,800 |
| SEC | 6,508 | 0 | 0 | 0 | 2,671 | 0 | 3,837 |
| SOLDIERS HOME | 18,647 | 9,515 | 7,132 | 0 | 0 | 0 | 2,000 |
| SMITH INST | 36,854 | 32,158 | 0 | 4,696 | 0 | 0 | 0 |
| SEL SVC | 587,783 | 417,955 | 0 | 20,560 | 126,083 | 6,067 | 17,118 |
| STATE/AID | 679,447 | 377,275 | 49,276 | 199,238 | 0 | 22,174 | 31,484 |
| TRANS | 29,366,602 | 3,310,537 | 16,690,599 | 6,639,804 | 165,358 | 1,880,374 | 679,930 |
| TREAS | 8,848,025 | 3,926,135 | 2,482,214 | 2,376,051 | 47,736 | 0 | 15,889 |
| VA | 14,345,150 | 2,875,046 | 6,885,590 | 1,290,362 | 740,271 | 1,888,512 | 665,369 |

# Table 50: Salaries of Agency Training Staffs, FY 1975

| Agency | Total | Full-Time Personnel | | | Part-Time Personnel | | |
|---|---|---|---|---|---|---|---|
| | | Employee Development Specialists | Instructors | Adm. & Clerical Support | Employee Development Specialists | Instructors | Adm. & Clerical Support |
| ALL AGENCY TOTAL | 141,118,752 | 44,307,987 | 52,185,867* | 26,334,651 | 4,048,297* | 8,746,905* | 5,495,052* |
| AF | 7,039,033 | 3,238,088 | 1,808,673 | 756,230 | 514,116 | 316,731 | 405,195 |
| AGRIC | 3,763,628 | 1,659,312 | 101,143 | 596,409 | 280,348 | 476,410 | 650,006 |
| US ARMS CONTROL | 3,000 | 0 | 0 | 3,000 | 0 | 0 | 0 |
| NAT FOUND ARTS & HUM | 9,448 | 0 | 0 | 0 | 5,723 | 0 | 3,725 |
| ARMY | 9,317,183 | 5,302,630 | 1,188,839 | 1,855,528 | 516,264 | 123,607 | 330,315 |
| CAB | 27,000 | 18,000 | 0 | 0 | 6,500 | 0 | 2,500 |
| COMM CIVIL RIGHTS | 9,500 | 0 | 0 | 0 | 8,500 | 0 | 1,000 |
| COMMERCE | 1,858,152 | 881,072 | 308,268 | 436,712 | 101,560 | 62,637 | 67,903 |
| COMMUNITY SVC ADM | 41,763 | 31,609 | 0 | 0 | 10,154 | 0 | 0 |
| CSC | 56,965 | 44,584 | 0 | 12,381 | 0 | 0 | 0 |
| PANAMA CANAL | 557,236 | 96,846 | 375,722 | 58,540 | 0 | 23,523 | 2,605 |
| CONS PROD SAF COMM | 189,700 | 156,000 | 0 | 27,500 | 0 | 0 | 6,200 |
| OTHER DEFENSE | 8,103,497 | 1,979,497 | 2,100,930 | 3,395,218 | 160,788 | 102,056 | 365,008 |
| JUSTICE | 7,542,814 | 1,005,592 | 4,655,995 | 1,310,222 | 17,790 | 494,405 | 58,810 |
| LABOR | 2,388,416 | 1,105,585 | 3 6,949 | 449,621 | 189,346 | 239,726 | 77,189 |
| FEA | 373,144 | 142,108 | 0 | 9,473 | 184,644 | 0 | 36,919 |
| EEOC | 95,996 | 83,900 | 0 | 8,500 | 0 | 0 | 3,596 |
| EPA | 1,257,595 | 206,233 | 560,842 | 338,329 | 50,276 | 0 | 101,915 |
| ERDA | 247,401 | 119,158 | 0 | 23,481 | 67,822 | 9,846 | 27,094 |
| FCC | 43,696 | 38,679 | 0 | 5,017 | 0 | 0 | 0 |
| FHLBB | 32,550 | 26,400 | 0 | 6,150 | 0 | 0 | 0 |
| FTC | 50,297 | 36,822 | 0 | 11,576 | 0 | 0 | 1,899 |
| GSA | 1,675,250 | 485,157 | 439,725 | 367,650 | 0 | 154,898 | 227,820 |
| HEW | 11,334,92 | 6,678,924 | 1,339,860 | 1,988,941 | 105,866 | 572,353 | 648,976 |
| HUD | 928,137 | 614,543 | 125,987 | 165,586 | 11,556 | 0 | 10,465 |
| USIA | 151,490 | 0 | 91,010 | 16,096 | 0 | 16,330 | 28,054 |

*Of the total dollar amount expended for agency training staffs, only $70,476,121 was used in computing agency-internal training expenditures.

## (Contd.) Table 50: Salaries of Agency Training Staffs, FY 1975

| Agency | Total | Full-Time Personnel | | | Part-Time Personnel | | |
|---|---|---|---|---|---|---|---|
| | | Employee Development Specialists | Instructors | Adm. & Clerical Support | Employee Development Specialists | Instructors | Adm. & Clerical Support |
| ICC | 40,861 | 36,111 | 0 | 0 | 0 | 0 | 4,750 |
| INTERIOR | 4,917,036 | 1,100,593 | 2,011,114 | 775,351 | 435,842 | 256,329 | 337,807 |
| GAO | 260,600 | 0 | 213,300 | 47,300 | 0 | 0 | 0 |
| GPO | 508,701 | 159,770 | 0 | 28,611 | 0 | 320,320 | 0 |
| LIB CONG | 356,624 | 97,060 | 194,708 | 37,784 | 11,635 | 0 | 15,437 |
| FED MARI COMM | 18,243 | 14,445 | 0 | 3,798 | 0 | 0 | 0 |
| NSF | 48,462 | 28,993 | 0 | 0 | 11,873 | 0 | 7,596 |
| NLRB | 64,500 | 51,000 | 0 | 6,000 | 7,500 | 0 | 0 |
| NASA | 1,099,305 | 869,536 | 0 | 190,332 | 10,803 | 0 | 28,634 |
| NAVY | 16,293,188 | 5,326,129 | 7,779,918 | 1,677,412 | 285,899 | 910,749 | 313,081 |
| RR RET BD | 175,479 | 29,334 | 56,904 | 7,596 | 0 | 27,317 | 54,328 |
| SBA | 102,085 | 94,489 | 0 | 7,596 | 0 | 0 | 0 |
| SEC | 26,710 | 21,816 | 0 | 0 | 0 | 0 | 4,894 |
| SMITH INST | 49,280 | 42,900 | 0 | 6,380 | 0 | 0 | 0 |
| SEL SVC | 275,804 | 85,890 | 93,212 | 62,317 | 0 | 34,385 | 0 |
| STATE/AID | 1,372,898 | 539,065 | 230,000 | 230,331 | 45,751 | 327,751 | 0 |
| TRANS | 30,904,980 | 3,209,715 | 18,312,167 | 6,745,740 | 86,866 | 1,892,426 | 658,066 |
| TREAS | 10,334,430 | 5,165,855 | 2,219,852 | 2,781,829 | 70,196 | 33,009 | 63,689 |
| VA | 17,171,762 | 3,484,547 | 7,650,749 | 1,884,114 | 850,679 | 2,352,097 | 949,576 |

# Table 51: Salaries of Agency Training Staffs, FY 1976

| Agency | Total | Full-Time Personnel | | | Part-Time Personnel | | |
|---|---|---|---|---|---|---|---|
| | | Employee Development Specialists | Instructors | Adm. & Clerical Support | Employee Development Specialists | Instructors | Adm. & Clerical Support |
| ALL AGENCY TOTALS | 159,877,733 | 47,114,112 | 56,690,249* | 27,154,460 | 4,398,811* | 18,799,085* | 5,721,016* |
| AF | 6,947,724 | 3,073,600 | 1,785,491 | 701,781 | 637,847 | 335,190 | 413,815 |
| AGRIC | 4,347,607 | 1,652,024 | 484,946 | 663,937 | 336,358 | 589,427 | 620,915 |
| NAT FOUND ARTS & HUM | 16,388 | 0 | 0 | 0 | 6,541 | 0 | 9,847 |
| ARMY | 10,962,927 | 6,192,352 | 1,465,449 | 2,118,401 | 554,798 | 282,763 | 349,164 |
| OMB | 12,489 | 5,521 | 0 | 6,317 | 0 | 0 | 651 |
| PENSION BEN CORP | 55,968 | 25,118 | 0 | 8,300 | 18,000 | 4,550 | 0 |
| CAB | 27,500 | 18,000 | 0 | 0 | 6,500 | 0 | 3,000 |
| COMM CIVIL RIGHTS | 12,500 | 0 | 0 | 0 | 7,500 | 0 | 5,000 |
| COMMERCE | 2,486,581 | 910,524 | 704,470 | 569,955 | 113,138 | 56,019 | 132,475 |
| COMMUNITY SVC ADM | 55,512 | 55,512 | 0 | 0 | 0 | 0 | 0 |
| CSC | 66,002 | 48,671 | 0 | 17,331 | 0 | 0 | 0 |
| CFTC | 4,051 | 4,051 | 0 | 0 | 0 | 0 | 0 |
| CONS PROD SAF COMM | 101,900 | 0 | 0 | 0 | 68,800 | 7,100 | 26,000 |
| NAT CREDIT UNION | 132,317 | 82,081 | 50,236 | 0 | 0 | 0 | 0 |
| PANAMA CANAL | 256,153 | 78,017 | 124,891 | 20,891 | 0 | 22,694 | 11,660 |
| OTHER DEFENSE | 7,943,149 | 1,964,202 | 2,373,022 | 2,848,023 | 334,842 | 76,830 | 346,230 |
| JUSTICE | 14,355,100 | 1,113,173 | 5,575,295 | 2,843,469 | 0 | 4,628,669 | 194,494 |
| LABOR | 2,917,559 | 1,460,230 | 417,975 | 559,332 | 60,725 | 335,176 | 84,121 |
| FEA | 391,799 | 149,213 | 0 | 9,946 | 193,876 | 0 | 38,764 |
| EEOC | 83,837 | 71,097 | 0 | 10,610 | 0 | 0 | 2,130 |
| EPA | 750,789 | 189,456 | 256,784 | 174,627 | 66,907 | 0 | 63,015 |
| ERDA | 351,560 | 157,849 | 19,507 | 37,921 | 52,470 | 46,096 | 37,717 |
| FCC | 46,933 | 41,374 | 0 | 5,559 | 0 | 0 | 0 |
| FHLBB | 37,823 | 28,866 | 0 | 8,957 | 0 | 0 | 0 |
| FARM CREDIT ADMIN | 20,787 | 16,037 | 0 | 0 | 0 | 0 | 4,750 |
| FPC | 41,500 | 0 | 0 | 0 | 36,000 | 0 | 5,500 |

*Of the total dollar amount expended for agency training staffs, only $85,609,161 was used in computing agency-internal training expenditures.

# (Contd.) Table 51: Salaries of Agency Training Staffs, FY 1976

| Agency | Total | Full-Time Personnel | | | Part-Time Personnel | | |
|---|---|---|---|---|---|---|---|
| | | Employee Development Specialists | Instructors | Adm. & Clerical Support | Employee Development Specialists | Instructors | Adm. & Clerical Support |
| FTC | 68,085 | 49,916 | 0 | 10,117 | 4,064 | 0 | 3,988 |
| GSA | 1,729,256 | 542,054 | 503,680 | 478,878 | 18,248 | 80,598 | 105,798 |
| HEW | 13,243,815 | 5,632,342 | 1,276,279 | 1,631,535 | 126,677 | 4,230,191 | 346,821 |
| HUD | 984,170 | 667,324 | 79,094 | 173,616 | 49,144 | 0 | 14,992 |
| USIA | 401,086 | 185,863 | 87,024 | 41,781 | 0 | 56,541 | 29,877 |
| ICC | 53,354 | 42,984 | 0 | 10,370 | 0 | 0 | 0 |
| INTERIOR | 4,253,080 | 1,530,914 | 1,239,486 | 532,084 | 315,193 | 357,050 | 278,353 |
| ACTION | 1,070,400 | 233,000 | 623,400 | 134,800 | 0 | 79,200 | 0 |
| GAO | 355,300 | 0 | 288,000 | 67,300 | 0 | 0 | 0 |
| GPO | 531,978 | 177,782 | 0 | 30,673 | 0 | 323,523 | 0 |
| LIB CONG | 244,792 | 117,584 | 78,089 | 37,740 | 0 | 0 | 11,379 |
| FED MARI COMM | 21,000 | 16,500 | 0 | 4,500 | 0 | 0 | 0 |
| NSF | 50,043 | 30,441 | 0 | 0 | 11,626 | 0 | 7,976 |
| NLRB | 61,000 | 53,500 | 0 | 7,500 | 0 | 0 | 0 |
| NASA | 1,082,930 | 905,491 | 0 | 146,827 | 7,238 | 0 | 23,374 |
| NRC | 433,800 | 136,000 | 254,000 | 43,800 | 0 | 0 | 0 |
| NAVY | 16,174,000 | 5,863,000 | 7,011,000 | 1,558,000 | 59,000 | 1,235,000 | 448,000 |
| OVERSEAS PVT INVEST | 3,509 | 0 | 0 | 3,509 | 0 | 0 | 0 |
| RR RET BD | 165,587 | 33,088 | 57,011 | 8,017 | 0 | 46,948 | 20,523 |
| SBA | 191,976 | 168,684 | 0 | 23,292 | 0 | 0 | 0 |
| SEC | 25,739 | 20,032 | 0 | 0 | 0 | 0 | 5,707 |
| SMITH INST | 59,355 | 16,055 | 0 | 43,300 | 0 | 0 | 0 |
| SEL SVC | 149,330 | 108,730 | 0 | 40,600 | 0 | 0 | 0 |
| STATE/AID | 1,422,574 | 609,610 | 265,000 | 174,732 | 25,200 | 289,000 | 59,032 |
| TRANS | 32,991,530 | 3,931,579 | 20,482,805 | 5,967,338 | 129,294 | 2,029,783 | 450,731 |
| TREAS | 11,471,036 | 5,476,502 | 2,304,425 | 2,988,407 | 158,733 | 342,736 | 200,233 |
| VA | 20,210,553 | 3,228,169 | 8,882,890 | 2,390,417 | 1,000,092 | 3,344,001 | 1,364,984 |

# Table 52: Ratio of Training Personnel by Agency, FY 1974

| Agency | Total Training Personnel | Employee Development Specialists | Instructors | Admin. & Clerical Support | Agency Population | Employees per Training Person |
|---|---|---|---|---|---|---|
| ALL AGENCY TOTALS ..... | 8193.44 | 2362.06 | 3105.25 | 2726.13 | 2,032,908 | 248.11 |
| AEC ..... | 14.10 | 7.60 | 0.00 | 6.50 | 7,679 | 544.61 |
| AF ..... | 549.78 | 237.80 | 166.69 | 145.29 | 265,550 | 483.01 |
| AGRIC ..... | 288.39 | 111.78 | 62.99 | 113.62 | 121,080 | 419.85 |
| NAT FOUND ARTS & HUM ..... | 0.50 | 0.25 | 0.00 | 0.25 | 1,413 | 2826.00 |
| ARMY ..... | 591.33 | 317.70 | 67.73 | 205.90 | 363,659 | 614.98 |
| CAB ..... | 1.25 | 1.25 | 0.00 | 0.00 | 668 | 534.40 |
| COMM CIVIL RIGHTS ..... | 3.00 | 2.00 | 0.00 | 1.00 | 294 | 98.00 |
| COMMERCE ..... | 122.90 | 42.90 | 34.50 | 45.50 | 34,759 | 282.82 |
| CSC ..... | 2.75 | 1.00 | 0.75 | 1.00 | 7,906 | 2874.91 |
| NAT CREDIT UNION ..... | 4.00 | 2.00 | 0.00 | 2.00 | 521 | 130.25 |
| PANAMA CANAL ..... | 35.74 | 6.14 | 21.04 | 8.56 | 3,878 | 108.51 |
| OTHER DEFENSE ..... | 475.38 | 108.68 | 107.66 | 259.04 | 72,601 | 152.72 |
| JUSTICE ..... | 570.47 | 48.05 | 202.70 | 319.72 | 49,869 | 87.42 |
| LABOR ..... | 104.74 | 44.10 | 19.50 | 41.14 | 13,990 | 133.57 |
| EEOC ..... | 6.00 | 5.00 | 0.00 | 1.00 | 1,980 | 330.00 |
| EPA ..... | 76.80 | 10.10 | 28.60 | 38.10 | 10,356 | 134.84 |
| FCC ..... | 3.00 | 2.00 | 0.00 | 1.00 | 1,861 | 620.33 |
| FHLBB ..... | 4.00 | 3.00 | 0.00 | 1.00 | 1,333 | 333.25 |
| FPC ..... | 1.23 | 0.40 | 0.00 | 0.83 | 1,281 | 1041.46 |
| FTC ..... | 4.25 | 2.00 | 0.00 | 2.25 | 1,633 | 384.24 |
| GSA ..... | 96.00 | 21.00 | 38.00 | 37.00 | 39,058 | 406.85 |
| HEW ..... | 630.07 | 288.62 | 87.21 | 254.24 | 133,804 | 212.36 |
| HUD ..... | 55.10 | 32.80 | 3.20 | 19.10 | 17,385 | 315.52 |
| ICC ..... | 1.25 | 1.00 | 0.00 | 0.25 | 2,050 | 1640.00 |
| INTERIOR ..... | 173.50 | 70.10 | 38.30 | 65.10 | 74,024 | 426.65 |
| GAO ..... | 17.00 | 0.00 | 11.00 | 6.00 | 5,035 | 296.18 |
| GPO ..... | 26.75 | 7.25 | 17.50 | 2.00 | 8,452 | 315.96 |
| LIB CONG ..... | 26.20 | 6.00 | 15.30 | 4.90 | * | -- |
| NSF ..... | 2.00 | 1.25 | 0.00 | 0.75 | 1,784 | 892.00 |
| NAT CAP HOUSING ..... | 0.81 | 0.81 | 0.00 | 0.00 | 735 | 907.41 |
| NLRB ..... | 4.00 | 3.00 | 0.00 | 1.00 | 2,427 | 606.75 |
| NASA ..... | 64.53 | 44.50 | 1.00 | 19.03 | 27,027 | 418.83 |
| NAVY ..... | 951.80 | 281.50 | 500.60 | 169.70 | 313,520 | 329.40 |
| RR RET BD ..... | 11.30 | 2.00 | 3.05 | 6.25 | 1,738 | 135.80 |
| SBA ..... | 7.67 | 5.00 | 0.00 | 2.67 | 4,699 | 612.65 |
| SEC ..... | 0.61 | 0.10 | 0.00 | 0.51 | 1,749 | 2867.21 |
| SOLDIERS HOME ..... | 1.72 | 0.92 | 0.50 | 0.30 | 1,231 | 715.70 |
| SMITH INST ..... | 3.15 | 2.40 | 0.00 | 0.75 | 3,115 | 988.89 |
| SEL SVC ..... | 38.46 | 32.41 | 0.50 | 5.55 | 3,531 | 91.81 |
| STATE/AID ..... | 39.10 | 17.00 | 2.00 | 19.10 | 18,067 | 462.07 |
| TRANS ..... | 1529.37 | 176.23 | 889.73 | 463.41 | 71,831 | 46.97 |
| TREAS ..... | 627.34 | 203.52 | 176.00 | 247.82 | 123,923 | 197.54 |
| VA ..... | 1026.10 | 210.90 | 608.20 | 207.00 | 201,329 | 196.21 |

*Not reported in CPDF.

# Table 53: Ratio of Training Personnel by Agency, FY 1975

| Agency | Total Training Personnel | Employee Development Specialists | Instructors | Admin. & Clerical Support | Agency Population | Employees per Training Person |
|---|---|---|---|---|---|---|
| ALL AGENCY TOTALS ..... | 8573.99 | 2635.58 | 3321.55 | 2616.86 | 2,059,796 | 240.24 |
| AF ..... | 488.83 | 217.22 | 148.50 | 123.11 | 259,583 | 531.03 |
| AGRIC ..... | 243.28 | 99.56 | 13.36 | 130.36 | 121,196 | 498.17 |
| US ARMS CONTROL ..... | 0.20 | 0.00 | 0.00 | 0.20 | * | -- |
| NAT FOUND ARTS & HUM ..... | 0.60 | 0.30 | 0.00 | 0.30 | 1,944 | 3240.00 |
| ARMY ..... | 669.48 | 373.39 | 74.27 | 221.82 | 361,163 | 539.47 |
| CAB ..... | 1.50 | 1.25 | 0.00 | 0.25 | 713 | 475.33 |
| COMM CIVIL RIGHTS ..... | 3.00 | 2.00 | 0.00 | 1.00 | 291 | 97.00 |
| COMMERCE ..... | 124.35 | 49.20 | 25.38 | 49.77 | 36,107 | 290.36 |
| COMMUNITY SVC ADM ..... | 2.50 | 2.50 | 0.00 | 0.00 | 1,035 | 414.00 |
| CSC ..... | 3.50 | 2.00 | 0.00 | 1.50 | 8,818 | 2519.43 |
| PANAMA CANAL ..... | 33.99 | 5.00 | 22.32 | 6.67 | 4,147 | 122.01 |
| CON PROD SAF COMM ..... | 14.00 | 9.00 | 0.00 | 5.00 | * | -- |
| OTHER DEFENSE ..... | 437.36 | 109.60 | 110.56 | 217.20 | 73,901 | 168.97 |
| JUSTICE ..... ..... | 400.38 | 58.08 | 246.97 | 95.33 | 51,264 | 128.04 |
| LABOR ..... | 138.24 | 74.92 | 29.50 | 33.82 | 14,219 | 102.86 |
| FEA ..... | 15.50 | 12.50 | 0.00 | 3.00 | 2,961 | 191.03 |
| EEOC ..... | 5.50 | 4.00 | 0.00 | 1.50 | 2,282 | 414.91 |
| EPA ..... | 72.00 | 13.30 | 23.20 | 35.50 | 10,997 | 152.74 |
| ERDA ..... | 12.25 | 7.50 | 0.50 | 4.25 | 7,985 | 651.84 |
| FCC ..... ..... | 3.00 | 2.00 | 0.00 | 1.00 | 2,030 | 676.67 |
| FHLBB ..... | 3.00 | 2.00 | 0.00 | 1.00 | 1,431 | 477.00 |
| FTC ..... | 4.00 | 2.50 | 0.00 | 1.50 | 1,638 | 409.50 |
| GSA ..... | 121.00 | 28.00 | 42.00 | 51.00 | 39,287 | 324.68 |
| HEW ..... | 720.47 | 357.12 | 106.74 | 256.61 | 143,312 | 198.91 |
| HUD ..... | 55.70 | 31.30 | 6.80 | 17.60 | 17,143 | 307.77 |
| USIA ..... | 8.10 | 0.00 | 5.05 | 3.05 | 4,315 | 532.72 |
| ICC ..... | 2.50 | 2.00 | 0.00 | 0.50 | 1,986 | 794.40 |
| INTERIOR ..... | 321.60 | 77.00 | 139.20 | 105.40 | 79,882 | 248.39 |
| GAO ..... | 15.00 | 0.00 | 10.00 | 5.00 | 5,480 | 365.33 |
| GPO ..... | 29.75 | 9.25 | 17.50 | 3.00 | 8,646 | 290.62 |
| LIB CONG ..... | 23.75 | 5.50 | 13.00 | 5.25 | * | -- |
| FED MARI COMM ..... | 1.25 | 0.75 | 0.00 | 0.50 | 305 | 244.00 |
| NSF ..... | 2.75 | 1.75 | 0.00 | 1.00 | 1,910 | 694.54 |
| NLRB ..... | 4.00 | 3.00 | 0.00 | 1.00 | 2,445 | 611.25 |
| NASA ..... | 67.20 | 44.00 | 0.00 | 23.20 | 26,308 | 391.49 |
| NAVY ..... | 1114.70 | 337.35 | 573.90 | 203.45 | 308,474 | 267.73 |
| RR RET BD ..... | 13.25 | 2.00 | 5.05 | 6.20 | 1,899 | 143.32 |
| SBA ..... | 6.00 | 5.00 | 0.00 | 1.00 | 4,653 | 775.50 |
| SEC ..... | 1.51 | 1.00 | 0.00 | 0.51 | 1,997 | 1322.52 |
| SMITH INST ..... | 3.25 | 2.50 | 0.00 | 0.75 | 3,434 | 1056.62 |
| SEL SVC ..... | 19.30 | 4.00 | 8.30 | 7.00 | 2,569 | 133.11 |
| STATE/AID ..... | 102.75 | 23.75 | 56.00 | 23.00 | 17,789 | 173.13 |
| TRANS ..... | 1514.65 | 152.20 | 919.20 | 443.25 | 73,028 | 48.21 |
| TREAS ..... | 664.45 | 267.09 | 118.85 | 278.51 | 122,178 | 183.88 |
| VA ..... | 1084.60 | 233.20 | 605.40 | 246.00 | 214,634 | 197.89 |

*Not reported in CPDF.

# Table 54: Ratio of Training Personnel by Agency, FY 1976

| Agency | Total Training Personnel | Employee Development Specialists | Instructors | Admin. & Clerical Support | Agency Population | Employees per Training Person |
|---|---|---|---|---|---|---|
| ALL AGENCY TOTALS ..... | 9100.93 | 2548.00 | 3746.17 | 2806.76 | 2,066,289 | 227.04 |
| AF ..... | 447.06 | 198.70 | 133.47 | 114.89 | 248,682 | 556.26 |
| AGRIC ..... | 280.17 | 99.74 | 67.50 | 112.93 | 123,715 | 441.57 |
| NAT FOUND ARTS & HUM ..... | 0.95 | 0.30 | 0.00 | 0.65 | 2,398 | 2524.21 |
| ARMY ..... | 716.20 | 345.20 | 87.10 | 283.90 | 353,799 | 493.99 |
| OMB ..... | 0.71 | 0.19 | 0.00 | 0.52 | 687 | 967.61 |
| PENSION BEN CORP ..... | 2.95 | 1.70 | 0.25 | 1.00 | 304 | 103.05 |
| CAB ..... | 1.50 | 1.25 | 0.00 | 0.25 | 729 | 486.00 |
| COMM CIVIL RIGHTS ..... | 2.00 | 1.00 | 0.00 | 1.00 | * | -- |
| COMMERCE ..... | 150.94 | 49.39 | 39.72 | 61.83 | 36,703 | 243.16 |
| COMMUNITY SVC ADM ..... | 3.00 | 3.00 | 0.00 | 0.00 | 1,057 | 352.33 |
| CSC ..... | 4.00 | 2.00 | 0.00 | 2.00 | 9,157 | 2289.25 |
| CFTC ..... | 0.16 | 0.16 | 0.00 | 0.00 | 414 | 2587.50 |
| CONS PROD SAF COMM ..... | 8.30 | 3.50 | 2.50 | 2.30 | * | -- |
| NAT CREDIT UNION ..... | 6.00 | 4.00 | 2.00 | 0.00 | 611 | 101.83 |
| PANAMA CANAL ..... | 15.29 | 3.50 | 7.98 | 3.81 | 4,251 | 278.02 |
| OTHER DEFENSE ..... | 399.56 | 108.53 | 114.33 | 176.70 | 72,378 | 181.14 |
| JUSTICE ..... | 763.49 | 60.00 | 472.55 | 230.94 | 52,831 | 69.20 |
| LABOR ..... | 165.82 | 74.65 | 36.90 | 54.27 | 15,888 | 95.81 |
| FEA ..... | 15.50 | 12.50 | 0.00 | 3.00 | 3,609 | 232.84 |
| EEOC ..... | 4.50 | 3.00 | 0.00 | 1.50 | 2,311 | 513.56 |
| EPA ..... | 44.80 | 13.20 | 10.40 | 21.20 | 11,551 | 257.83 |
| ERDA ..... | 19.55 | 9.50 | 2.75 | 7.30 | 8,974 | 459.03 |
| FCC ..... | 3.00 | 2.00 | 0.00 | 1.00 | 2,086 | 695.33 |
| FHLBB ..... | 3.00 | 2.00 | 0.00 | 1.00 | 1,415 | 471.67 |
| FARM CREDIT ADMIN ..... | 1.08 | 0.58 | 0.00 | 0.50 | 233 | 215.74 |
| FPC ..... | 1.25 | 0.75 | 0.00 | 0.50 | 1,393 | 1114.40 |
| FTC ..... | 4.25 | 3.00 | 0.00 | 1.25 | 1,709 | 402.12 |
| GSA ..... | 144.00 | 30.00 | 49.00 | 65.00 | 39,004 | 270.86 |
| HEW ..... | 781.22 | 308.90 | 269.40 | 202.92 | 148,308 | 189.84 |
| HUD ..... | 55.78 | 33.65 | 4.00 | 18.13 | 17,231 | 308.91 |
| USIA ..... | 21.50 | 9.00 | 7.00 | 5.50 | 4,300 | 200.00 |
| ICC ..... | 3.00 | 2.00 | 0.00 | 1.00 | 2,056 | 685.33 |
| INTERIOR ..... | 264.49 | 85.58 | 80.40 | 98.51 | 83,631 | 316.20 |
| ACTION ..... | 57.76 | 9.42 | 33.59 | 14.75 | 1,673 | 28.96 |
| GAO ..... | 19.00 | 0.00 | 13.00 | 6.00 | 5,276 | 277.68 |
| GPO ..... | 30.00 | 9.50 | 17.50 | 3.00 | 8,638 | 287.93 |
| LIB CONG ..... | 13.70 | 6.00 | 3.00 | 4.70 | * | -- |
| FED MARI COMM ..... | 1.25 | 0.75 | 0.00 | 0.50 | 310 | 248.00 |
| NSF ..... | 2.75 | 1.75 | 0.00 | 1.00 | 1,888 | 686.55 |
| NLRB ..... | 3.00 | 2.00 | 0.00 | 1.00 | 2,512 | 837.33 |
| NASA ..... | 70.70 | 43.60 | 0.00 | 27.10 | 25,946 | 366.99 |
| NRC ..... | 18.00 | 4.00 | 10.00 | 4.00 | 2,509 | 139.39 |
| NAVY ..... | 1021.60 | 295.00 | 512.60 | 214.00 | 302,604 | 296.21 |
| OVERSEAS PVT INVEST ..... | 0.25 | 0.00 | 0.00 | 0.25 | * | -- |
| RR RET BD ..... | 10.70 | 1.90 | 5.90 | 2.90 | 2,043 | 190.93 |
| SBA ..... | 9.00 | 7.00 | 0.00 | 2.00 | 4,743 | 527.00 |
| SEC ..... | 2.00 | 1.00 | 0.00 | 1.00 | 1,989 | 994.50 |
| SMITH INST ..... | 4.00 | 1.00 | 0.00 | 3.00 | 3,650 | 912.50 |
| SEL SVC ..... | 8.00 | 4.00 | 0.00 | 4.00 | 1,306 | 163.25 |
| STATE/AID ..... | 107.00 | 24.50 | 58.50 | 24.00 | 17,272 | 161.42 |
| TRANS ..... | 1561.85 | 195.41 | 958.00 | 408.44 | 73,798 | 47.25 |
| TREAS ..... | 704.15 | 269.50 | 127.03 | 307.62 | 130,434 | 185.24 |
| VA ..... | 1121.20 | 199.20 | 619.80 | 302.20 | 223,382 | 199.23 |

*Not reported in CPDF.

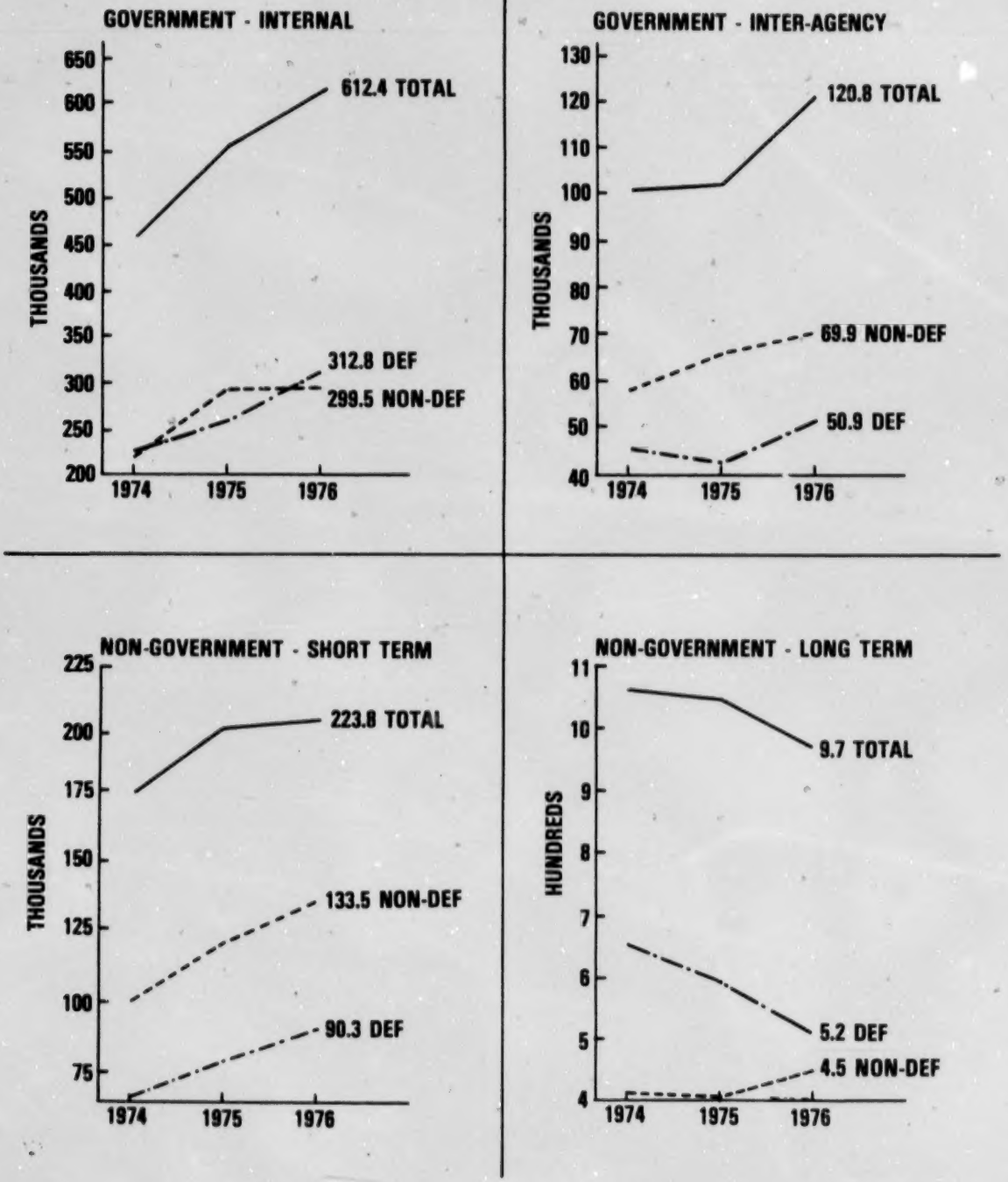
# Appendix E: Graphical Summary of Agency Training Performance and Index of Training Equity

Contents


| Graph | | Page |
|---|---|---|
| a.b.c. | Total Defense and Total Non-Defense | 115 |
| d. | ARMY, NAVY, AIR FORCE, and Other DEFENSE | 116 |
| e. | AGRIC, HEW, TREAS, INTERIOR, TRANS | 117 |
| f. | COMMERCE, LABOR, HUD, JUSTICE | 118 |
| g. | FPC, FCC, CAB, ICC, SEC, SEL SVC | 119 |
| h. | AEC, EPA, STATE/AID, NASA, NSF, SMITH INST | 120 |
| i. | FTC, FHLBB, EEOC, NLRB, RRB, SBA, VA | 121 |
| j. | OMB, GSA | 122 |
| k. | GAO, LIB CONG, GPO | 123 |
| | INDEX OF TRAINING EQUITY, by Agency, Minority Group Designation, and Sex | 124 |

# INSTANCES AND SOURCE OF TRAINING: GOVERNMENT-WIDE TOTALS FOR DEFENSE AND NON-DEFENSE AGENCIES

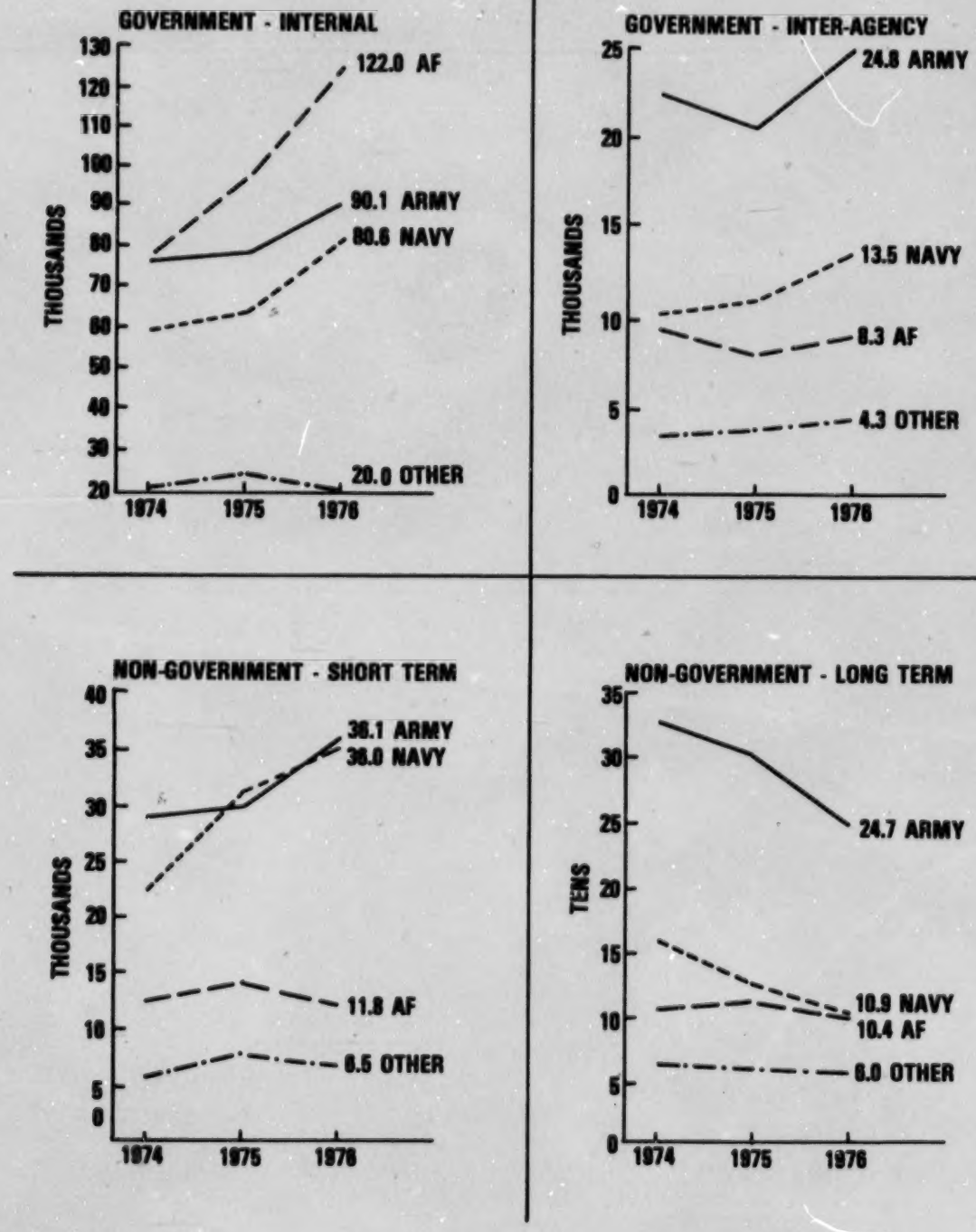
GRAPH a. b. c.




115

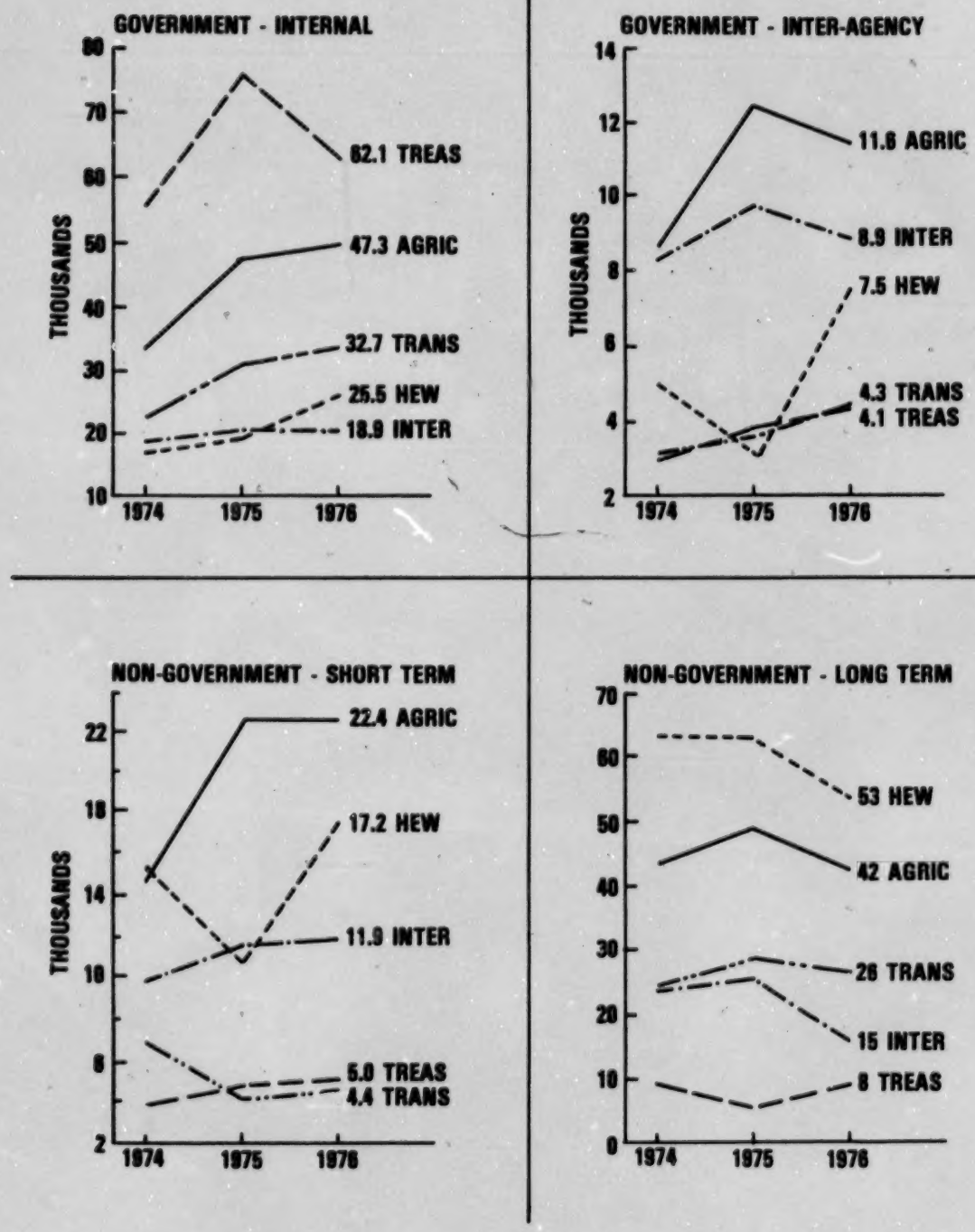
# INSTANCES AND SOURCE OF TRAINING BY AGENCY

GRAPH d.



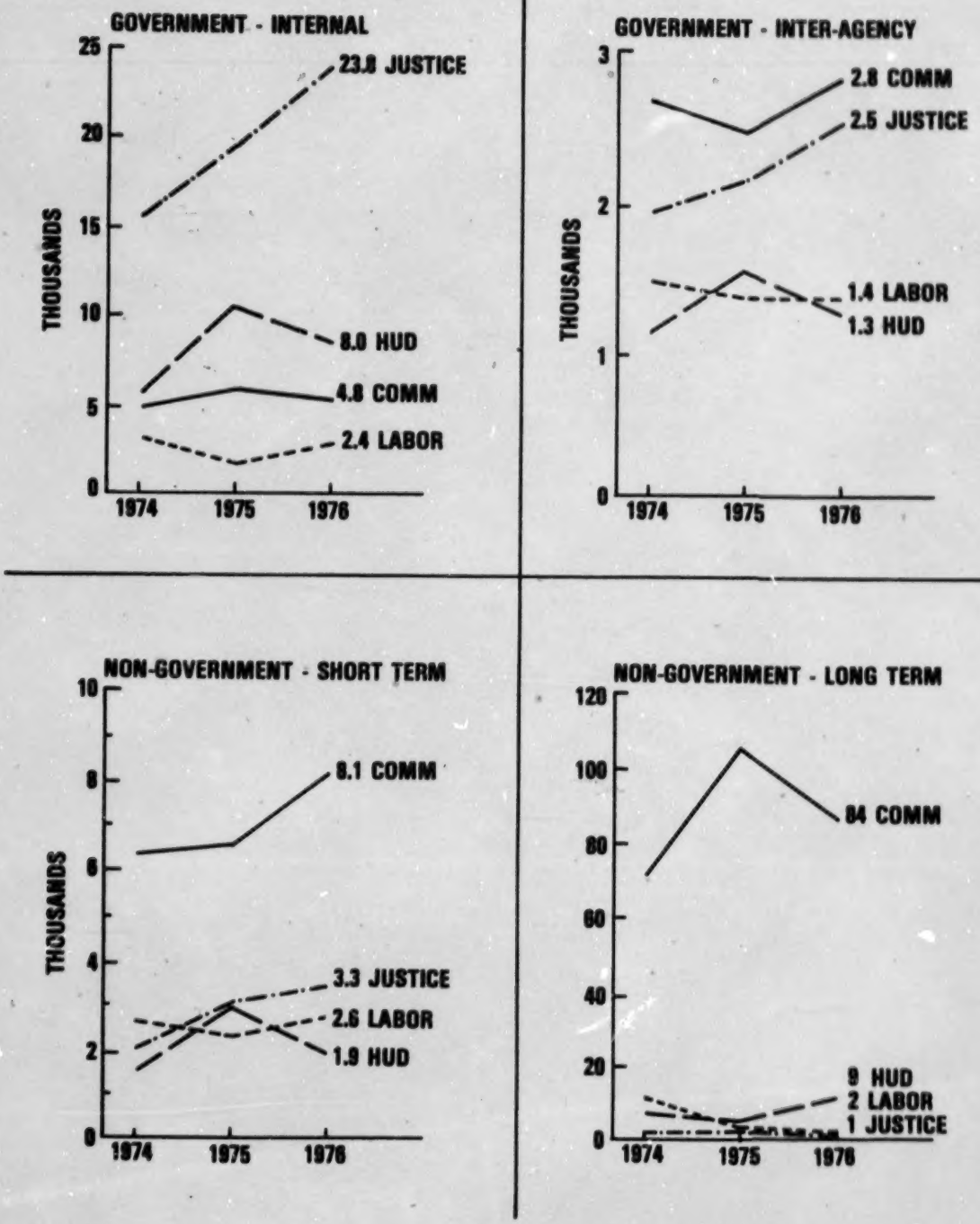
# INSTANCES AND SOURCE OF TRAINING BY AGENCY

GRAPH e.



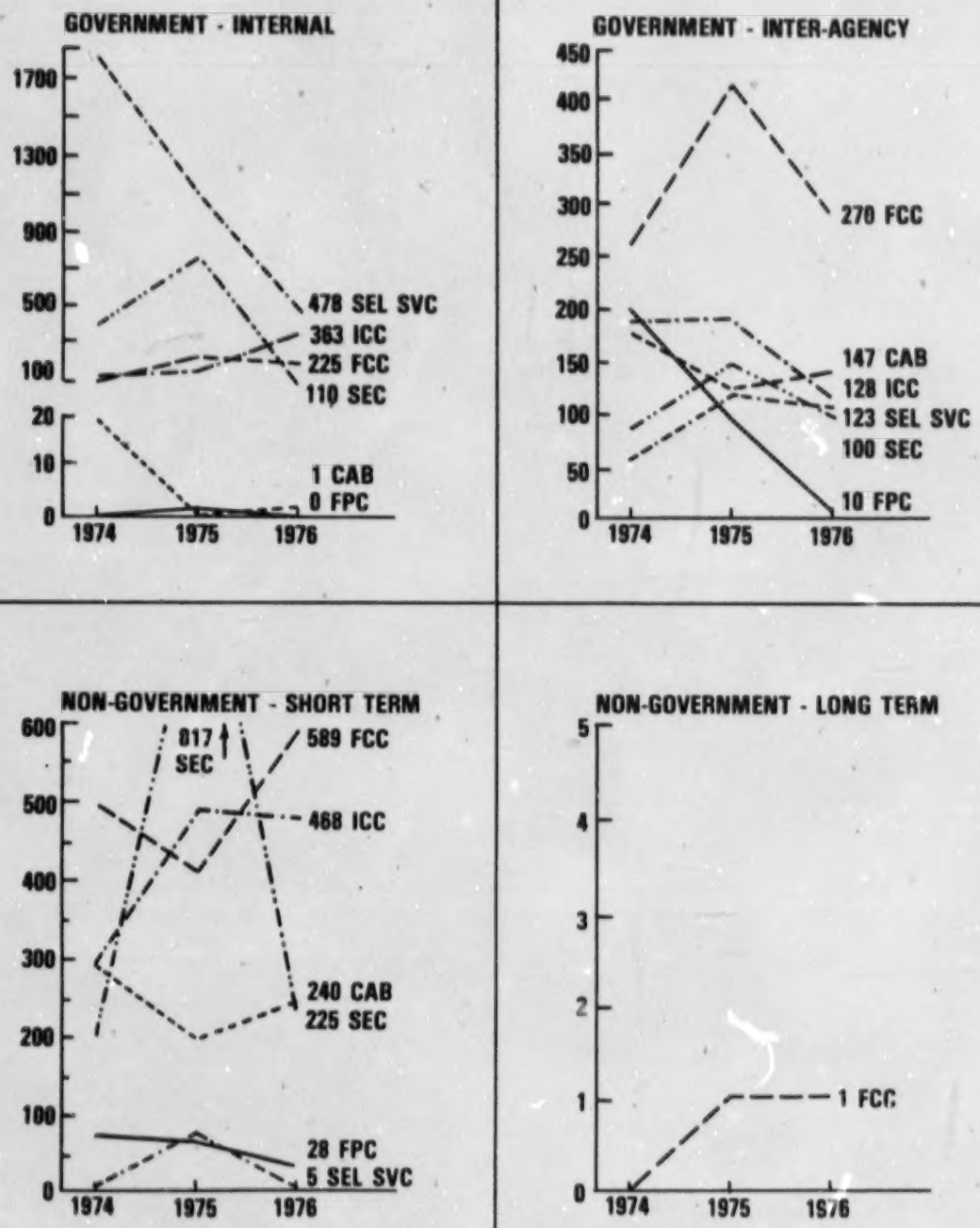
# INSTANCES AND SOURCE OF TRAINING BY AGENCY

GRAPH f.



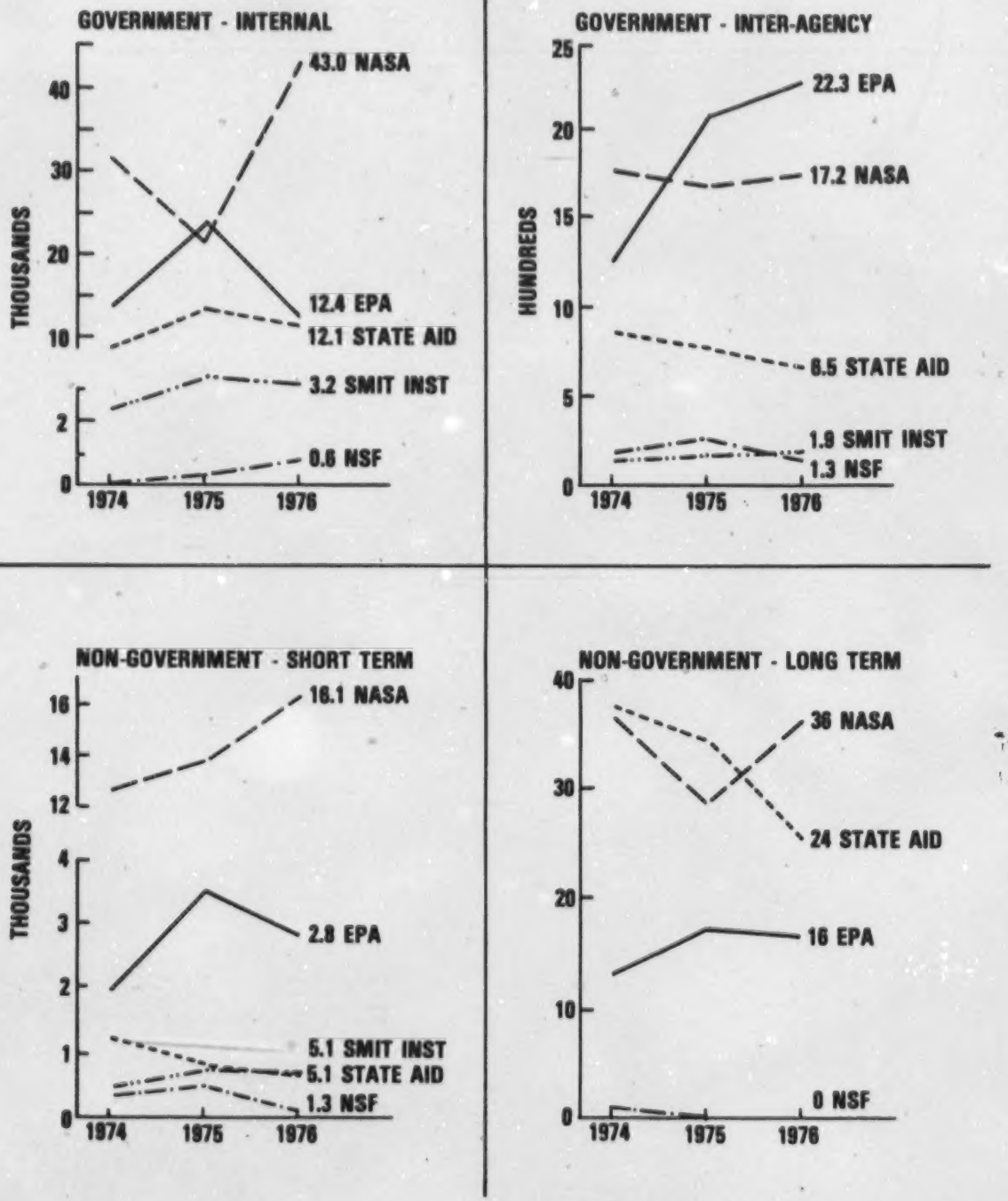
# INSTANCES AND SOURCE OF TRAINING BY AGENCY

GRAPH g.



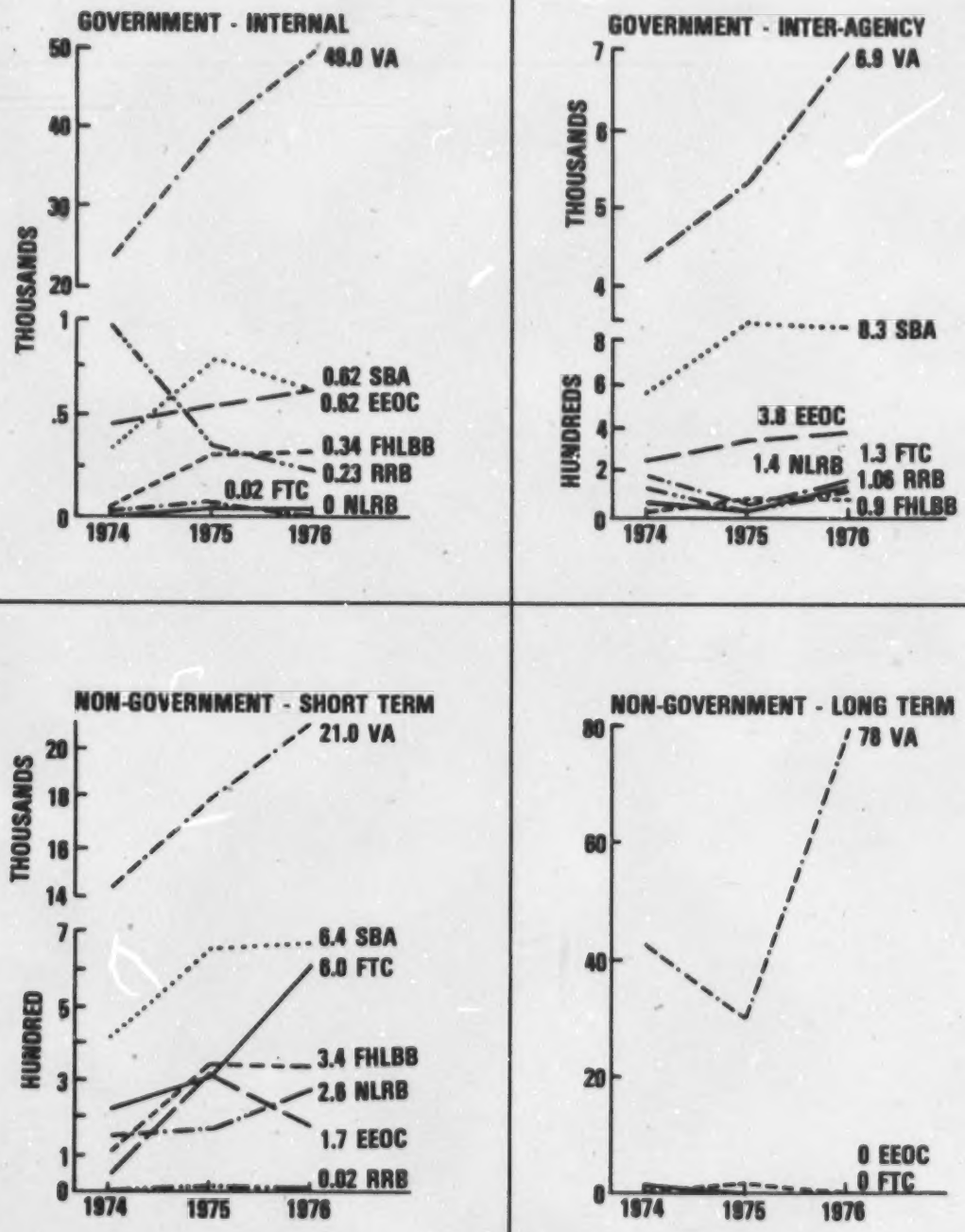
# INSTANCES AND SOURCE OF TRAINING BY AGENCY

GRAPH h.



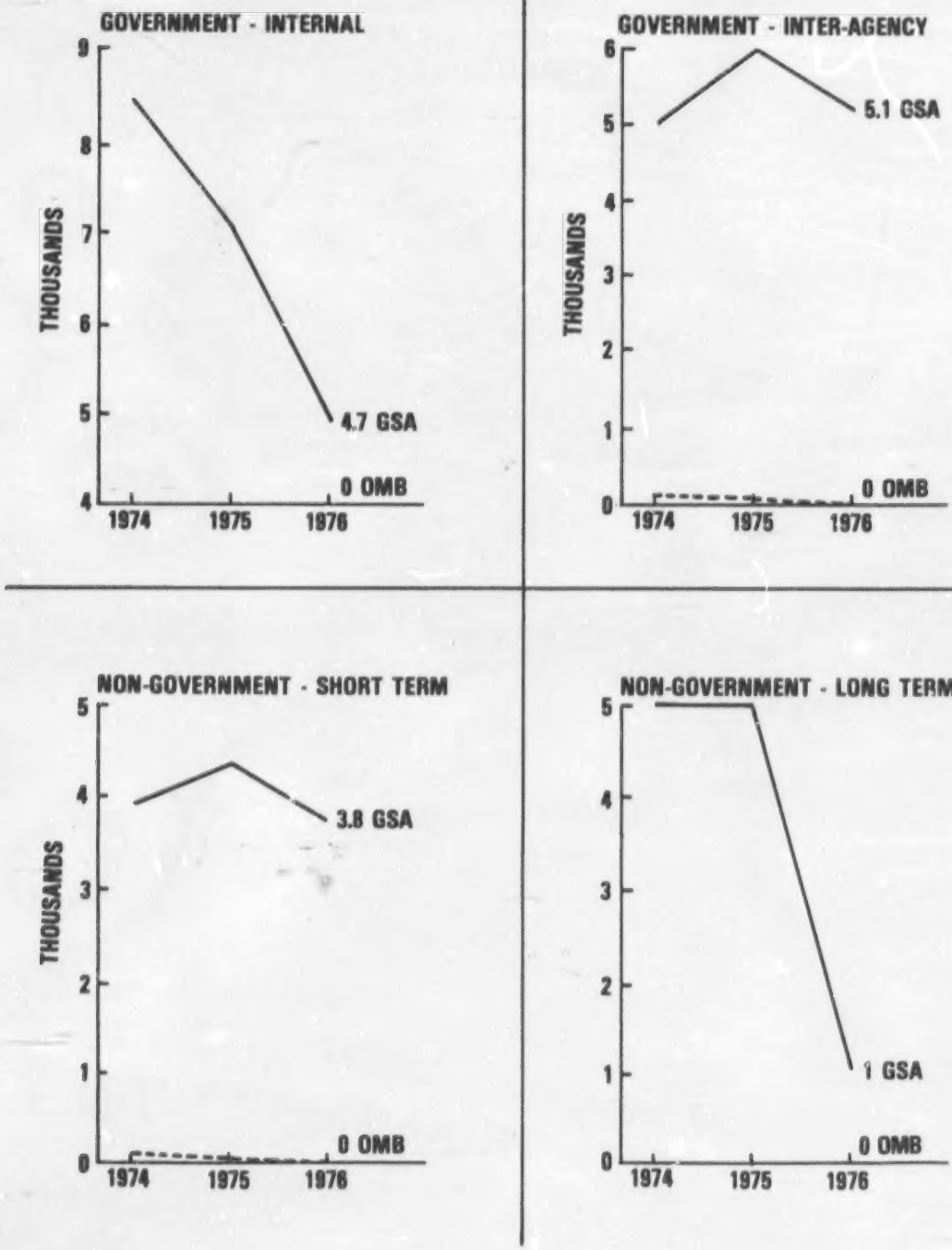
# INSTANCES AND SOURCE OF TRAINING BY AGENCY

GRAPH I.



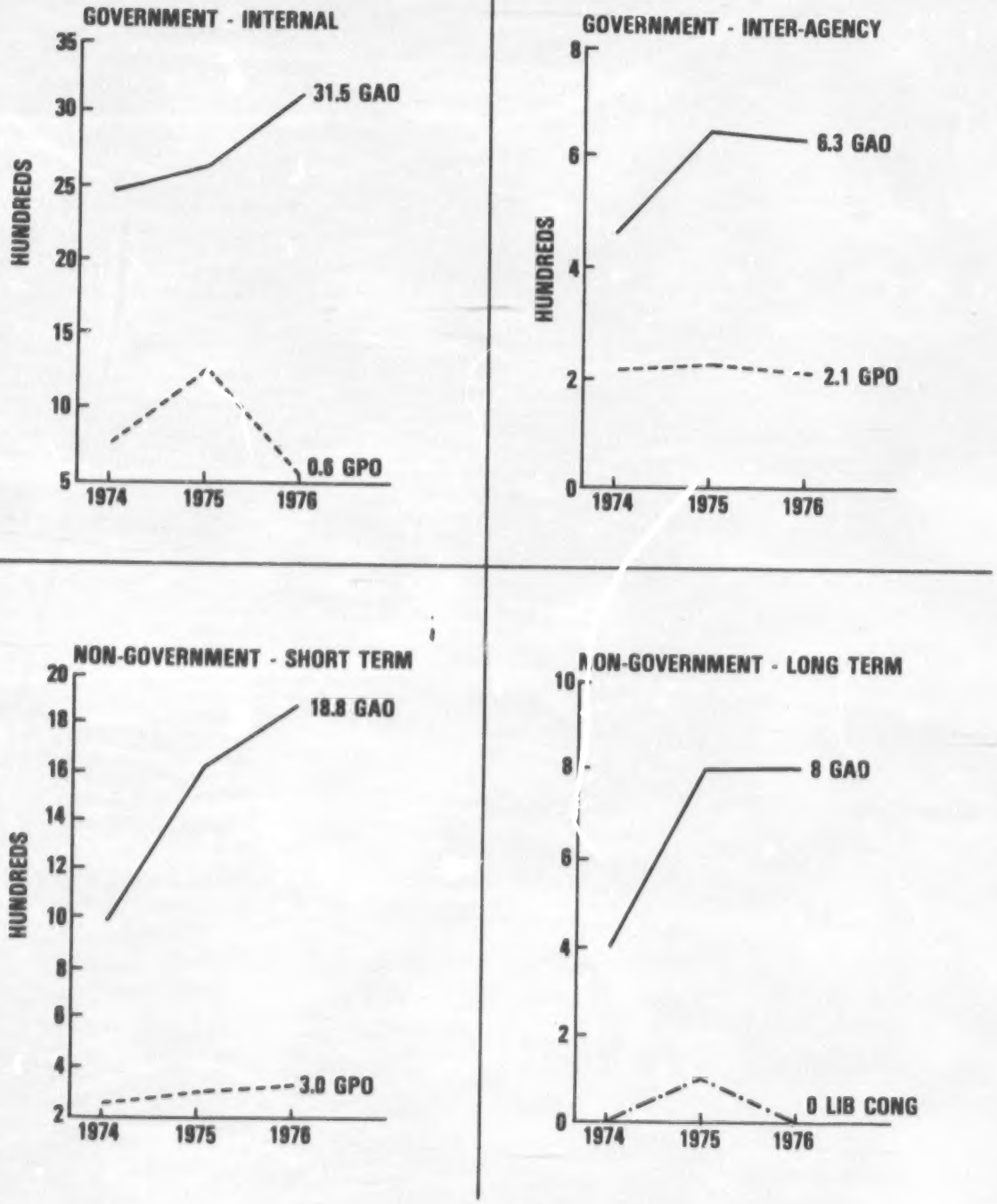
# INSTANCES AND SOURCE OF TRAINING BY AGENCY

GRAPH j.



# INSTANCES AND SOURCE OF TRAINING BY AGENCY

GRAPH k.



# Table 55: Index of Training Equity by Agency, Minority Group Designation, and Sex, FY 1974

| Agency | Total Employees | | | Total Minority | | | Black | | | Spanish Surnamed | | | American Indian | | | Oriental | | | Unspecified | | | Total Other Employees | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women |
| TOTALS | 1.00 | 1.13 | 0.73 | 0.80 | 0.79 | 0.81 | 0.77 | 0.71 | 0.83 | 0.88 | 0.90 | 0.80 | 0.76 | 0.85 | 0.60 | 1.01 | 1.15 | 0.71 | 0.57 | 0.66 | 0.39 | 1.06 | 1.22 | 0.72 |
| AEC | 0.91 | 0.97 | 0.79 | 0.92 | 0.87 | 0.98 | 0.98 | 1.19 | 0.86 | 0.64 | 0.45 | 1.13 | 1.40 | 1.77 | 0.83 | 1.86 | 1.72 | 2.16 | 1.77 | 3.54 | 0.00 | 0.91 | 0.98 | 0.75 |
| AF | 0.85 | 0.92 | 0.66 | 0.62 | 0.60 | 0.67 | 0.65 | 0.59 | 0.75 | 0.55 | 0.56 | 0.51 | 0.81 | 0.90 | 0.53 | 1.02 | 1.16 | 0.73 | 0.36 | 0.43 | 0.21 | 0.91 | 1.00 | 0.68 |
| AGRIC | 0.86 | 0.95 | 0.61 | 0.94 | 0.93 | 0.94 | 0.90 | 0.81 | 1.01 | 1.04 | 1.17 | 0.56 | 0.76 | 0.74 | 0.82 | 1.20 | 1.33 | 0.92 | 0.13 | 0.18 | 0.06 | 0.90 | 0.99 | 0.61 |
| NAT FOUND ARTS & HUM | 0.17 | 0.07 | 0.42 | 0.55 | 0.10 | 1.02 | 0.61 | 0.13 | 1.03 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.99 | 0.00 | 2.31 | 0.00 | 0.00 | 0.00 | 0.12 | 0.07 | 0.27 |
| APPALA REGION COMM | 2.68 | 0.00 | 4.02 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 3.01 | 0.00 | 6.03 |
| ARMY | 0.84 | 0.98 | 0.54 | 0.69 | 0.71 | 0.67 | 0.65 | 0.61 | 0.70 | 0.75 | 0.81 | 0.57 | 0.69 | 0.74 | 0.57 | 0.93 | 1.15 | 0.47 | 0.28 | 0.37 | 0.17 | 0.88 | 1.03 | 0.52 |
| OMB | 0.55 | 0.41 | 0.77 | 0.84 | 0.69 | 0.95 | 0.87 | 0.70 | 0.99 | 0.63 | 0.96 | 0.29 | 0.00 | 0.00 | 0.00 | 0.12 | 0.16 | 0.00 | 0.00 | 0.00 | 0.00 | 0.45 | 0.34 | 0.68 |
| CAB | 1.24 | 1.16 | 1.35 | 1.33 | 0.82 | 1.69 | 1.33 | 0.75 | 1.71 | 1.99 | 2.01 | 1.93 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1.22 | 1.22 | 1.22 |
| COMM CIVIL RIGHTS | 0.49 | 0.43 | 0.54 | 0.67 | 0.59 | 0.73 | 0.63 | 0.58 | 0.66 | 0.85 | 0.54 | 1.09 | 0.00 | 0.00 | 0.00 | 1.21 | 2.41 | 0.00 | 0.00 | 0.00 | 0.00 | 0.16 | 0.23 | 0.09 |
| COLC | 0.35 | 0.27 | 0.44 | 0.60 | 0.54 | 0.61 | 0.63 | 0.60 | 0.63 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.29 | 0.25 | 0.34 |
| COMMERCE | 0.98 | 1.07 | 0.82 | 1.14 | 1.10 | 1.17 | 1.11 | 0.97 | 1.20 | 1.53 | 2.28 | 0.44 | 0.24 | 0.06 | 0.84 | 1.32 | 1.24 | 1.64 | 0.96 | 1.13 | 0.38 | 0.94 | 1.07 | 0.69 |
| CSC | 0.87 | 1.01 | 0.78 | 0.97 | 1.08 | 0.93 | 0.99 | 1.04 | 0.97 | 0.92 | 1.39 | 0.58 | 1.11 | 0.45 | 1.72 | 0.75 | 0.77 | 0.74 | 0.56 | 0.83 | 0.36 | 0.85 | 1.00 | 0.70 |
| NAT CREDIT UNION | 1.03 | 1.16 | 0.62 | 0.52 | 1.00 | 0.06 | 0.46 | 0.96 | 0.07 | 1.04 | 1.25 | 0.00 | 0.48 | 0.80 | 0.00 | 0.00 | 0.00 | 0.00 | 0.84 | 1.13 | 0.00 | 1.09 | 1.17 | 0.79 |
| PANAMA CANAL | 1.80 | 2.66 | 0.96 | 1.79 | 3.02 | 0.67 | 2.63 | 4.53 | 1.07 | 1.49 | 2.63 | 0.36 | 0.00 | 0.00 | 0.00 | 1.51 | 0.81 | 1.97 | 0.80 | 2.41 | 0.00 | 1.80 | 2.62 | 1.00 |
| OTHER DEFENSE | 0.94 | 1.15 | 0.55 | 0.58 | 0.64 | 0.52 | 0.51 | 0.53 | 0.50 | 0.88 | 0.92 | 0.76 | 0.93 | 1.18 | 0.45 | 1.33 | 1.69 | 0.65 | 0.43 | 0.58 | 0.29 | 1.05 | 1.28 | 0.57 |
| JUSTICE | 1.46 | 1.87 | 0.63 | 1.34 | 2.14 | 0.64 | 1.18 | 1.95 | 0.67 | 1.81 | 2.53 | 0.45 | 2.11 | 2.46 | 1.12 | 1.18 | 1.75 | 0.60 | 1.46 | 1.68 | 1.26 | 1.49 | 1.85 | 0.46 |
| LABOR | 0.92 | 1.13 | 0.68 | 0.77 | 0.87 | 0.73 | 0.75 | 0.83 | 0.71 | 0.83 | 0.91 | 0.73 | 0.91 | 0.54 | 1.43 | 1.36 | 1.61 | 1.10 | 0.10 | 0.16 | 0.05 | 1.05 | 1.24 | 0.70 |
| EXPORT-IMPORT BANK | 0.65 | 0.47 | 0.84 | 1.35 | 0.62 | 2.12 | 1.41 | 0.70 | 2.05 | 1.09 | 0.00 | 4.34 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.47 | 0.44 | 0.51 |
| EEOC | 0.78 | 0.98 | 0.62 | 0.85 | 1.17 | 0.63 | 0.78 | 1.06 | 0.62 | 1.12 | 1.38 | 0.75 | 1.70 | 3.56 | 0.35 | 0.51 | 0.61 | 0.39 | 0.76 | 0.63 | 0.90 | 0.65 | 0.70 | 0.60 |
| EPA | 2.01 | 1.97 | 2.09 | 2.90 | 1.89 | 3.51 | 1.45 | 1.72 | 1.31 | 9.99 | 2.81 | 9.99 | 0.90 | 0.80 | 1.12 | 2.69 | 2.19 | 3.62 | 0.86 | 1.28 | 0.38 | 1.99 | 2.02 | 1.93 |
| FCC | 0.79 | 0.95 | 0.53 | 0.70 | 0.86 | 0.60 | 0.71 | 0.90 | 0.61 | 0.34 | 0.13 | 0.58 | 0.00 | 0.00 | 0.00 | 0.88 | 1.07 | 0.00 | 0.69 | 0.61 | 0.48 | 0.82 | 0.97 | 0.49 |
| FDIC | 3.05 | 3.65 | 1.46 | 1.73 | 1.81 | 1.65 | 1.73 | 1.80 | 1.67 | 2.23 | 2.24 | 1.85 | 2.65 | 5.30 | 0.00 | 1.07 | 0.35 | 1.49 | 2.58 | 2.81 | 1.21 | 3.20 | 3.78 | 1.42 |
| FHLBB | 0.42 | 0.36 | 0.55 | 0.88 | 0.51 | 1.09 | 0.88 | 0.39 | 1.10 | 0.54 | 0.93 | 0.00 | 0.00 | 0.00 | 0.00 | 1.31 | 1.00 | 1.93 | 0.00 | 0.00 | 0.00 | 0.35 | 0.35 | 0.34 |
| FARM CREDIT ADMIN | 2.29 | 2.47 | 1.87 | 2.27 | 1.38 | 2.82 | 2.36 | 1.38 | 3.01 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.75 | 0.00 | 1.51 | 2.30 | 2.55 | 1.53 |
| FED MED CNCL SVC | 0.24 | 0.21 | 0.30 | 0.26 | 0.32 | 0.22 | 0.23 | 0.23 | 0.23 | 1.21 | 2.41 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.24 | 0.21 | 0.32 |
| FPC | 0.48 | 0.51 | 0.41 | 0.42 | 0.36 | 0.47 | 0.39 | 0.24 | 0.48 | 0.36 | 0.00 | 1.21 | 1.21 | 1.61 | 0.00 | 0.74 | 1.00 | 0.00 | 0.07 | 0.14 | 0.00 | 0.52 | 0.55 | 0.40 |
| FTC | 0.36 | 0.34 | 0.39 | 0.47 | 0.41 | 0.49 | 0.44 | 0.39 | 0.47 | 1.06 | 0.79 | 1.34 | 0.00 | 0.00 | 0.00 | 0.26 | 0.30 | 0.19 | 0.00 | 0.00 | 0.00 | 0.33 | 0.33 | 0.31 |
| GSA | 0.89 | 0.88 | 0.91 | 0.69 | 0.61 | 0.81 | 0.69 | 0.62 | 0.81 | 0.64 | 0.58 | 0.84 | 0.77 | 0.73 | 0.86 | 0.65 | 0.57 | 0.81 | 0.26 | 0.35 | 0.10 | 1.03 | 1.05 | 1.00 |
| HEW | 1.16 | 1.14 | 1.16 | 1.24 | 1.13 | 1.28 | 1.38 | 1.20 | 1.43 | 1.43 | 1.83 | 1.19 | 0.28 | 0.23 | 0.31 | 0.72 | 0.69 | 0.75 | 0.28 | 0.44 | 0.10 | 1.13 | 1.15 | 1.10 |

## Table 55 (Contd.)

| | | | | | | | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| HUD | 0.96 | 1.06 | 0.81 | 0.89 | 0.98 | 0.84 | 0.84 | 0.86 | 0.82 | 1.20 | 1.49 | 0.83 | 0.79 | 0.43 | 1.10 | 1.43 | 1.85 | 1.09 | 1.07 | 1.18 | 0.88 | 0.97 | 1.07 | 0.79 |
| USIA | 0.45 | 0.43 | 0.50 | 0.38 | 0.25 | 0.52 | 0.43 | 0.25 | 0.55 | 0.30 | 0.24 | 0.47 | 0.00 | 0.00 | 0.00 | 0.26 | 0.27 | 0.21 | 0.00 | 0.00 | 0.00 | 0.47 | 0.47 | 0.49 |
| ICC | 0.79 | 0.94 | 0.53 | 0.74 | 0.73 | 0.73 | 0.63 | 0.49 | 0.68 | 0.90 | 1.24 | 0.26 | 1.57 | 1.50 | 1.21 | 1.06 | 0.95 | 1.30 | 0.38 | 0.80 | 0.60 | 0.82 | 0.98 | 0.37 |
| INTERIOR | 1.68 | 1.85 | 1.18 | 1.27 | 1.37 | 1.03 | 2.44 | 2.77 | 1.82 | 1.68 | 1.67 | 1.68 | 0.83 | 0.81 | 0.75 | 1.34 | 1.18 | 1.68 | 0.60 | 0.60 | 0.55 | 1.85 | 2.02 | 1.29 |
| JUD BRANCH | 0.27 | 0.36 | 0.21 | 0.35 | 0.25 | 0.40 | 0.36 | 0.27 | 0.40 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.36 | 0.00 | 0.48 | 0.00 | 0.00 | 0.00 | 0.24 | 0.39 | 0.09 |
| ACTION | 0.66 | 0.67 | 0.66 | 0.71 | 0.58 | 0.79 | 0.76 | 0.67 | 0.81 | 0.41 | 0.35 | 0.59 | 0.00 | 0.00 | 0.00 | 0.33 | 0.14 | 0.46 | 0.00 | 0.00 | 0.00 | 0.64 | 0.69 | 0.56 |
| GAO | 1.84 | 1.95 | 1.54 | 1.97 | 2.37 | 1.77 | 1.75 | 1.64 | 1.80 | 2.94 | 3.30 | 0.48 | 0.00 | 0.00 | 0.00 | 6.09 | 9.35 | 0.93 | 0.16 | 0.24 | 0.00 | 1.83 | 1.92 | 1.40 |
| GPO | 0.24 | 0.26 | 0.18 | 0.16 | 0.16 | 0.17 | 0.16 | 0.16 | 0.17 | 0.06 | 0.07 | 0.03 | 1.75 | 0.00 | 2.33 | 0.92 | 0.44 | 1.87 | 0.00 | 0.00 | 0.00 | 0.32 | 0.35 | 0.20 |
| US TAX COURT | 0.16 | 0.11 | 0.20 | 0.43 | 0.44 | 0.41 | 0.51 | 0.44 | 0.72 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.12 | 0.05 | 0.18 |
| HSF | 0.46 | 0.37 | 0.64 | 0.67 | 0.56 | 0.71 | 0.63 | 0.45 | 0.68 | 1.09 | 0.80 | 1.25 | 0.00 | 0.00 | 0.00 | 1.71 | 1.38 | 3.56 | 0.05 | 0.03 | 0.23 | 0.71 | 0.77 | 0.65 |
| NAT CAP HOUSING | 0.31 | 0.28 | 0.40 | 0.31 | 0.29 | 0.41 | 0.31 | 0.29 | 0.41 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.33 | 0.31 | 0.40 |
| NAT COUNC IND OPPOR | 0.53 | 0.00 | 1.93 | 0.58 | 0.00 | 1.93 | 5.79 | 0.00 | 5.79 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| NLRB | 0.32 | 0.26 | 0.39 | 0.56 | 0.36 | 0.64 | 0.60 | 0.33 | 0.72 | 0.46 | 0.59 | 0.37 | 0.37 | 0.00 | 0.37 | 0.06 | 0.00 | 0.07 | 0.06 | 0.13 | 0.00 | 0.26 | 0.25 | 0.27 |
| NAT MED BD | 0.12 | 0.00 | 0.22 | 1.51 | 0.00 | 2.01 | 1.51 | 0.00 | 2.01 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.04 | 0.00 | 0.07 |
| NASA | 1.16 | 1.14 | 1.27 | 1.58 | 1.37 | 1.89 | 1.81 | 1.57 | 2.08 | 1.05 | 1.07 | 0.97 | 1.10 | 0.99 | 1.35 | 0.93 | 0.95 | 0.86 | 0.92 | 0.40 | 1.69 | 1.13 | 1.13 | 1.15 |
| NAT CAP PLANNING | 0.66 | 0.63 | 0.67 | 0.68 | 0.00 | 0.99 | 0.72 | 0.00 | 0.99 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.66 | 0.74 | 0.35 |
| NAVY | 0.73 | 0.82 | 0.43 | 0.44 | 0.43 | 0.45 | 0.41 | 0.39 | 0.45 | 0.45 | 0.44 | 0.50 | 0.54 | 0.60 | 0.36 | 0.67 | 0.72 | 0.38 | 0.48 | 0.53 | 0.24 | 0.81 | 0.93 | 0.43 |
| OEO | 0.20 | 0.17 | 0.24 | 0.27 | 0.23 | 0.30 | 0.27 | 0.22 | 0.31 | 0.19 | 0.23 | 0.08 | 0.90 | 0.80 | 1.21 | 0.14 | 0.00 | 0.24 | 0.00 | 0.00 | 0.00 | 0.19 | 0.16 | 0.25 |
| OCCUP HEALTH | 0.08 | 0.09 | 0.08 | 0.13 | 0.00 | 0.15 | 0.14 | 0.00 | 0.16 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.07 | 0.10 | 0.04 |
| PANAMA CANAL CO | 1.49 | 1.58 | 1.01 | 1.58 | 1.80 | 1.07 | 0.22 | 0.17 | 0.41 | 2.01 | 2.39 | 1.22 | 0.00 | 0.00 | 0.00 | 0.25 | 0.34 | 0.00 | 3.47 | 5.79 | 0.00 | 1.47 | 1.55 | 1.01 |
| OVERSEAS PVT INVEST | 0.57 | 0.56 | 0.59 | 0.61 | 0.48 | 0.65 | 0.60 | 0.29 | 0.65 | 1.45 | 1.45 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.60 | 0.63 | 0.53 |
| RENEGO BD | 0.68 | 0.88 | 0.36 | 0.74 | 1.97 | 0.32 | 0.80 | 1.97 | 0.35 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.66 | 0.77 | 0.39 |
| RR RET BD | 2.61 | 2.97 | 2.33 | 1.32 | 1.60 | 1.24 | 1.25 | 1.28 | 1.23 | 1.55 | 1.23 | 1.78 | 2.69 | 2.94 | 1.69 | 3.65 | 8.61 | 0.29 | 0.00 | 0.00 | 0.00 | 3.18 | 3.23 | 3.13 |
| SBA | 0.50 | 0.55 | 0.43 | 0.61 | 0.77 | 0.46 | 0.54 | 0.67 | 0.44 | 0.62 | 0.70 | 0.43 | 1.14 | 1.67 | 0.29 | 1.39 | 1.68 | 1.10 | 0.11 | 0.09 | 0.12 | 0.50 | 0.53 | 0.46 |
| SEC | 0.55 | 0.66 | 0.35 | 0.42 | 0.49 | 0.37 | 0.42 | 0.47 | 0.39 | 0.00 | 0.00 | 0.00 | 0.32 | 0.00 | 0.48 | 1.11 | 1.74 | 0.00 | 0.00 | 0.00 | 0.00 | 0.59 | 0.69 | 0.33 |
| SOLDIERS HOME | 0.07 | 0.05 | 0.10 | 0.08 | 0.06 | 0.10 | 0.07 | 0.06 | 0.09 | 0.24 | 0.24 | 0.00 | 0.00 | 0.00 | 0.00 | 0.60 | 0.00 | 0.80 | 0.03 | 0.00 | 0.11 | 0.07 | 0.05 | 0.11 |
| SMITH INST | 0.44 | 0.41 | 0.51 | 0.48 | 0.37 | 0.74 | 0.48 | 0.36 | 0.77 | 0.51 | 0.52 | 0.48 | 0.00 | 0.00 | 0.00 | 0.53 | 0.58 | 0.35 | 0.00 | 0.00 | 0.00 | 0.42 | 0.44 | 0.39 |
| SEL SVC | 0.41 | 0.35 | 0.42 | 0.31 | 0.19 | 0.34 | 0.38 | 0.08 | 0.46 | 0.21 | 0.35 | 0.16 | 0.59 | 0.84 | 0.40 | 0.13 | 0.00 | 0.16 | 0.00 | 0.00 | 0.00 | 0.43 | 0.40 | 0.43 |
| STATE/AID | 0.56 | 0.52 | 0.63 | 0.88 | 0.71 | 1.03 | 0.99 | 0.85 | 1.07 | 0.33 | 0.29 | 0.48 | 1.52 | 1.94 | 1.38 | 0.64 | 0.63 | 0.66 | 0.03 | 0.04 | 0.02 | 0.49 | 0.50 | 0.49 |
| ITC | 0.30 | 0.28 | 0.32 | 0.25 | 0.17 | 0.30 | 0.26 | 0.18 | 0.31 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.31 | 0.30 | 0.34 |
| TRANS | 2.46 | 2.78 | 0.89 | 2.80 | 3.79 | 1.00 | 2.35 | 3.39 | 0.93 | 4.29 | 4.76 | 1.68 | 3.28 | 3.83 | 0.82 | 3.96 | 4.65 | 1.50 | 0.91 | 1.15 | 0.15 | 2.48 | 2.75 | 0.91 |
| OFF TELECOM | 0.39 | 0.59 | 0.12 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| TREAS | 2.14 | 2.79 | 1.45 | 1.59 | 2.05 | 1.31 | 1.42 | 1.68 | 1.28 | 2.08 | 2.67 | 1.42 | 3.35 | 5.30 | 1.74 | 2.68 | 3.43 | 1.73 | 1.80 | 2.73 | 0.87 | 2.28 | 2.90 | 1.53 |
| VA | 0.41 | 0.38 | 0.43 | 0.32 | 0.28 | 0.36 | 0.32 | 0.27 | 0.37 | 0.31 | 0.33 | 0.28 | 0.38 | 0.42 | 0.33 | 0.40 | 0.40 | 0.40 | 0.05 | 0.06 | 0.05 | 0.44 | 0.43 | 0.46 |

# Table 56: Index of Training Equity by Agency, Minority Group Designation, and Sex, FY 1975

| Agency | Total Employees | | | Total Minority | | | Black | | | Spanish Surnamed | | | American Indian | | | Oriental | | | Unspecified | | | Total Other Employees | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | |
| TOTALS ..... | 1.00 | 1.11 | 0.79 | 0.81 | 0.80 | 0.82 | 0.80 | 0.75 | 0.86 | 0.84 | 0.89 | 0.69 | 0.67 | 0.77 | 0.53 | 0.93 | 1.04 | 0.71 | 0.58 | 0.64 | 0.45 | 1.06 | 1.19 | 0.79 |
| AEC ..... | 0.88 | 0.90 | 0.84 | 0.84 | 0.81 | 0.88 | 0.90 | 1.05 | 0.81 | 0.46 | 0.27 | 0.91 | 0.67 | 0.35 | 1.10 | 2.29 | 2.57 | 1.72 | 2.31 | 0.44 | 2.78 | 0.89 | 0.91 | 0.82 |
| AF ..... | 0.88 | 0.94 | 0.72 | 0.60 | 0.59 | 0.64 | 0.72 | 0.72 | 0.73 | 0.44 | 0.44 | 0.46 | 0.76 | 0.79 | 0.69 | 1.01 | 1.15 | 0.74 | 0.48 | 0.56 | 0.35 | 0.95 | 1.03 | 0.75 |
| AGRIC ..... | 1.03 | 1.09 | 0.88 | 1.36 | 1.37 | 1.35 | 1.14 | 0.91 | 1.44 | 2.14 | 2.39 | 1.16 | 1.00 | 1.04 | 0.89 | 1.05 | 1.14 | 0.88 | 0.59 | 0.62 | 0.52 | 1.04 | 1.10 | 0.85 |
| NAT FOUND ARTS & HUM ..... | 0.18 | 0.10 | 0.39 | 0.57 | 0.34 | 0.86 | 0.69 | 0.47 | 0.93 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.27 | 0.00 | 0.64 | 0.00 | 0.00 | 0.00 | 0.12 | 0.08 | 0.27 |
| ARMY ..... | 0.74 | 0.83 | 0.56 | 0.64 | 0.61 | 0.69 | 0.64 | 0.57 | 0.74 | 0.62 | 0.65 | 0.49 | 0.69 | 0.68 | 0.70 | 0.70 | 0.83 | 0.43 | 0.26 | 0.39 | 0.05 | 0.77 | 0.87 | 0.53 |
| OMB ..... | 0.28 | 0.19 | 0.40 | 0.25 | 0.24 | 0.26 | 0.27 | 0.26 | 0.28 | 0.17 | 0.27 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.29 | 0.18 | 0.49 |
| CAB ..... | 0.81 | 0.88 | 0.70 | 0.87 | 0.75 | 0.95 | 0.91 | 0.75 | 1.01 | 0.39 | 0.69 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1.81 | 1.81 | 0.00 | 0.79 | 0.90 | 0.60 |
| COMM CIVIL RIGHTS ..... | 0.53 | 0.54 | 0.51 | 0.59 | 0.69 | 0.54 | 0.60 | 0.64 | 0.59 | 0.58 | 0.96 | 0.18 | 0.66 | 0.00 | 1.76 | 0.26 | 0.66 | 0.00 | 0.00 | 0.00 | 0.00 | 0.40 | 0.35 | 0.45 |
| COMMERCE ..... | 0.81 | 0.87 | 0.71 | 0.96 | 0.92 | 0.99 | 0.98 | 0.95 | 1.01 | 0.90 | 0.99 | 0.76 | 0.65 | 0.72 | 0.56 | 0.72 | 0.64 | 0.99 | 0.49 | 0.51 | 0.47 | 0.78 | 0.87 | 0.60 |
| COMMUNITY SVC ADM ..... | 0.77 | 0.55 | 1.01 | 0.90 | 0.70 | 1.05 | 0.90 | 0.66 | 1.05 | 0.90 | 0.70 | 1.58 | 1.76 | 1.93 | 0.88 | 0.46 | 0.49 | 0.44 | 0.28 | 0.01 | 0.53 | 0.71 | 0.52 | 1.04 |
| CSC ..... | 0.69 | 0.78 | 0.63 | 0.73 | 0.82 | 0.70 | 0.71 | 0.81 | 0.68 | 0.72 | 0.69 | 0.74 | 1.92 | 2.12 | 1.77 | 0.98 | 1.09 | 0.91 | 0.29 | 0.31 | 0.28 | 0.69 | 0.79 | 0.60 |
| CFTC ..... | 0.03 | 0.02 | 0.05 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.04 | 0.02 | 0.07 | 0.00 | 0.00 | 0.00 |
| NAT CREDIT UNION ..... | 1.38 | 1.59 | 0.76 | 0.95 | 1.16 | 0.78 | 0.95 | 1.09 | 0.86 | 1.51 | 1.55 | 1.32 | 0.62 | 1.03 | 0.00 | 0.00 | 0.00 | 0.00 | 1.19 | 1.67 | 0.00 | 1.44 | 1.62 | 0.76 |
| PANAMA CANAL .. | 1.49 | 2.11 | 0.94 | 2.00 | 3.34 | 0.92 | 2.39 | 3.51 | 1.73 | 1.93 | 3.46 | 0.43 | 0.00 | 0.00 | 0.00 | 1.04 | 0.00 | 1.50 | 0.00 | 0.00 | 0.00 | 1.43 | 1.96 | 0.96 |
| OTHER DEFENSE . | 0.95 | 1.09 | 0.68 | 0.67 | 0.71 | 0.62 | 0.60 | 0.60 | 0.60 | 0.99 | 0.99 | 0.98 | 1.10 | 1.20 | 0.92 | 1.33 | 1.70 | 0.59 | 0.15 | 0.23 | 0.08 | 1.04 | 1.19 | 0.72 |
| JUSTICE ..... | 1.45 | 1.76 | 0.81 | 1.52 | 2.16 | 0.96 | 1.39 | 1.94 | 1.04 | 1.96 | 2.66 | 0.62 | 2.03 | 2.45 | 0.82 | 1.05 | 1.35 | 0.76 | 0.02 | 0.05 | 0.00 | 1.50 | 1.76 | 0.83 |
| LABOR ..... | 0.65 | 0.67 | 0.62 | 0.70 | 0.63 | 0.73 | 0.69 | 0.57 | 0.74 | 0.67 | 0.76 | 0.55 | 1.40 | 1.13 | 1.36 | 0.98 | 1.10 | 0.88 | 0.23 | 0.28 | 0.18 | 0.63 | 0.69 | 0.53 |
| FEA ..... | 0.75 | 0.69 | 0.84 | 1.33 | 1.56 | 1.15 | 1.31 | 1.57 | 1.15 | 2.16 | 2.77 | 0.51 | 1.85 | 0.00 | 2.47 | 0.44 | 0.26 | 0.84 | 0.00 | 0.00 | 0.00 | 0.74 | 0.68 | 0.86 |
| EXPORT-IMPORT BANK ..... | 0.47 | 0.48 | 0.45 | 0.36 | 0.25 | 0.45 | 0.40 | 0.30 | 0.49 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.50 | 0.53 | 0.45 |
| EEOC ..... | 1.03 | 1.02 | 1.04 | 1.15 | 1.08 | 1.21 | 1.16 | 1.11 | 1.20 | 1.11 | 0.95 | 1.31 | 1.18 | 0.88 | 1.37 | 1.12 | 1.54 | 0.52 | 0.84 | 1.07 | 0.71 | 0.81 | 0.92 | 0.72 |
| EPA ..... | 2.81 | 2.65 | 3.07 | 3.40 | 2.48 | 3.89 | 3.47 | 2.34 | 3.95 | 3.38 | 2.99 | 3.76 | 1.53 | 0.70 | 5.24 | 2.87 | 3.06 | 2.54 | 0.07 | 0.09 | 0.03 | 2.81 | 2.72 | 2.98 |
| ERDA ..... | 0.35 | 0.33 | 0.40 | 0.39 | 0.36 | 0.42 | 0.51 | 0.52 | 0.50 | 0.22 | 0.21 | 0.26 | 0.24 | 0.13 | 0.41 | 0.59 | 0.79 | 0.26 | 0.44 | 0.55 | 0.00 | 0.35 | 0.33 | 0.40 |
| FCC ..... | 0.77 | 0.85 | 0.66 | 0.81 | 0.79 | 0.82 | 0.77 | 0.65 | 0.83 | 1.10 | 1.47 | 0.72 | 3.95 | 3.95 | 0.00 | 0.98 | 1.19 | 0.35 | 0.33 | 0.37 | 0.29 | 0.77 | 0.87 | 0.55 |
| FDIC ..... | 2.07 | 2.32 | 1.50 | 1.78 | 1.61 | 1.99 | 1.73 | 1.69 | 1.81 | 1.06 | 0.35 | 2.99 | 1.98 | 0.00 | 3.95 | 3.41 | 3.81 | 3.47 | 2.31 | 1.36 | 5.80 | 2.11 | 2.38 | 1.36 |
| FHLBB ..... | 1.02 | 1.08 | 0.88 | 0.83 | 0.77 | 0.83 | 0.88 | 0.83 | 0.90 | 0.78 | 1.10 | 0.00 | 0.00 | 0.00 | 0.00 | 0.27 | 0.00 | 0.00 | 0.19 | 0.33 | 0.00 | 1.05 | 1.11 | 0.90 |
| FARM CREDIT ADMIN ..... | 0.88 | 0.75 | 1.21 | 1.51 | 0.60 | 2.02 | 1.57 | 0.66 | 2.14 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.80 | 0.76 | 0.92 |
| FED MED CNCL SVC ..... | 0.24 | 0.11 | 0.54 | 0.71 | 0.33 | 1.03 | 0.83 | 0.39 | 1.14 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.19 | 0.09 | 0.42 |
| FPC ..... | 0.22 | 0.24 | 0.18 | 0.28 | 0.29 | 0.28 | 0.29 | 0.30 | 0.28 | 0.22 | 0.00 | 0.73 | 0.73 | 1.10 | 0.00 | 0.21 | 0.29 | 0.00 | 0.07 | 0.15 | 0.00 | 0.21 | 0.23 | 0.14 |

## Table 56 (Contd.)

| | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| FTC | 0.31 | 0.23 | 0.42 | 0.41 | 0.20 | 0.51 | 0.43 | 0.19 | 0.52 | 0.22 | 0.32 | 0.05 | 0.00 | 0.00 | 0.00 | 0.11 | 0.16 | 0.00 | 0.65 | 0.97 | 0.00 | 0.27 | 0.22 | 0.35 |
| GSA | 0.82 | 0.78 | 0.89 | 0.61 | 0.50 | 0.78 | 0.60 | 0.48 | 0.78 | 0.67 | 0.60 | 0.90 | 1.02 | 1.29 | 0.36 | 0.72 | 0.60 | 0.96 | 2.25 | 2.98 | 0.84 | 0.94 | 0.93 | 0.98 |
| HEW | 0.80 | 0.67 | 0.87 | 0.87 | 0.51 | 1.01 | 1.02 | 0.55 | 1.19 | 0.76 | 0.86 | 0.70 | 0.06 | 0.06 | 0.06 | 0.46 | 0.31 | 0.57 | 0.69 | 0.75 | 0.62 | 0.77 | 0.72 | 0.80 |
| HUD | 1.35 | 1.43 | 1.25 | 1.40 | 1.59 | 1.29 | 1.35 | 1.50 | 1.28 | 1.76 | 2.15 | 1.30 | 1.20 | 1.61 | 0.83 | 1.70 | 1.73 | 1.68 | 2.02 | 2.16 | 1.79 | 1.32 | 1.39 | 1.21 |
| USIA | 0.50 | 0.48 | 0.55 | 0.55 | 0.56 | 0.54 | 0.46 | 0.30 | 0.56 | 0.66 | 0.85 | 0.20 | 1.37 | 0.00 | 2.75 | 0.88 | 0.96 | 0.56 | 0.22 | 0.37 | 0.00 | 0.49 | 0.47 | 0.56 |
| ICC | 0.96 | 1.20 | 0.56 | 0.84 | 1.51 | 0.48 | 0.65 | 1.04 | 0.50 | 0.98 | 1.30 | 0.54 | 1.22 | 2.08 | 0.00 | 1.90 | 2.65 | 0.35 | 0.31 | 0.58 | 0.24 | 1.01 | 1.15 | 0.63 |
| IND CLAIMS COMM | 0.05 | 0.03 | 0.08 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.06 | 0.04 | 0.11 |
| INTERIOR | 1.65 | 1.75 | 1.38 | 1.09 | 1.08 | 1.10 | 2.19 | 2.07 | 2.42 | 1.72 | 1.68 | 1.75 | 0.69 | 0.66 | 0.73 | 1.17 | 1.19 | 1.14 | 0.53 | 0.52 | 0.48 | 1.88 | 1.98 | 1.58 |
| JUD BRANCH | 0.26 | 0.25 | 0.27 | 0.30 | 0.30 | 0.31 | 0.32 | 0.29 | 0.33 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.16 | 0.82 | 0.00 | 0.00 | 0.00 | 0.00 | 0.25 | 0.25 | 0.26 |
| ACTION | 1.38 | 1.39 | 1.37 | 1.60 | 1.48 | 1.66 | 1.55 | 1.36 | 1.64 | 2.05 | 2.11 | 1.95 | 1.88 | 2.20 | 0.00 | 1.42 | 0.22 | 2.45 | 0.24 | 0.29 | 0.18 | 1.30 | 1.37 | 1.19 |
| GAO | 1.88 | 1.94 | 1.69 | 1.81 | 2.08 | 1.63 | 1.71 | 1.93 | 1.56 | 2.67 | 3.05 | 1.15 | 0.00 | 0.00 | 0.00 | 3.12 | 2.14 | 4.40 | 0.29 | 0.88 | 0.00 | 1.89 | 1.93 | 1.74 |
| GPO | 0.40 | 0.36 | 0.50 | 0.44 | 0.36 | 0.59 | 0.45 | 0.37 | 0.59 | 0.18 | 0.16 | 0.26 | 1.81 | 0.00 | 1.81 | 0.27 | 0.22 | 0.41 | 0.05 | 0.08 | 0.03 | 0.36 | 0.36 | 0.34 |
| US TAX COURT | 0.23 | 0.38 | 0.12 | 1.38 | 2.42 | 0.51 | 1.50 | 2.42 | 0.49 | 1.76 | 0.00 | 1.76 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.06 | 0.07 | 0.06 |
| FED MARI COMM | 0.74 | 0.74 | 0.73 | 0.62 | 0.62 | 0.61 | 0.42 | 0.09 | 0.63 | 2.29 | 2.75 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1.76 | 1.76 | 0.00 | 0.76 | 0.75 | 0.79 |
| NSF | 0.68 | 0.39 | 1.28 | 1.71 | 1.36 | 1.87 | 1.70 | 1.59 | 1.78 | 2.84 | 0.00 | 4.27 | 0.00 | 0.00 | 0.00 | 0.88 | 0.38 | 3.29 | 0.11 | 0.02 | 0.91 | 0.82 | 0.75 | 0.97 |
| NLRB | 0.19 | 0.14 | 0.26 | 0.29 | 0.17 | 0.34 | 0.32 | 0.21 | 0.36 | 0.19 | 0.00 | 0.36 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.15 | 0.31 | 0.00 | 0.17 | 0.13 | 0.23 |
| NAT MED BD | 0.02 | 0.00 | 0.02 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.02 | 0.00 | 0.01 |
| NASA | 1.15 | 1.10 | 1.36 | 1.97 | 1.92 | 2.04 | 2.08 | 2.05 | 2.12 | 1.66 | 1.70 | 1.55 | 1.67 | 1.25 | 2.56 | 1.78 | 1.80 | 1.75 | 0.39 | 0.16 | 0.60 | 1.08 | 1.05 | 1.22 |
| NAT CAP PLANNING | 0.54 | 0.46 | 0.66 | 0.97 | 0.35 | 1.26 | 1.04 | 0.44 | 1.26 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.38 | 0.48 | 0.11 |
| NAVY | 0.93 | 1.07 | 0.51 | 0.64 | 0.70 | 0.45 | 0.62 | 0.68 | 0.44 | 0.70 | 0.73 | 0.52 | 0.82 | 0.91 | 0.49 | 0.73 | 0.79 | 0.43 | 0.55 | 0.59 | 0.34 | 1.03 | 1.18 | 0.53 |
| PANAMA CANAL CO | 1.43 | 1.55 | 0.84 | 1.35 | 1.61 | 0.71 | 0.86 | 1.03 | 0.06 | 1.50 | 1.83 | 0.83 | 0.00 | 0.00 | 0.00 | 0.91 | 1.21 | 0.00 | 3.08 | 9.99 | 0.00 | 1.43 | 1.53 | 0.88 |
| OVERSEAS PVT INVEST | 0.39 | 0.45 | 0.32 | 0.29 | 0.13 | 0.34 | 0.30 | 0.16 | 0.34 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.44 | 0.00 | 0.44 | 0.00 | 0.00 | 0.00 | 0.44 | 0.51 | 0.31 |
| RENEGO BD | 0.52 | 0.41 | 0.70 | 1.18 | 1.24 | 1.16 | 1.29 | 1.24 | 1.30 | 0.44 | 0.00 | 0.44 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.31 | 0.33 | 0.25 |
| BICENT COMM | 0.28 | 0.09 | 0.41 | 2.05 | 0.00 | 2.34 | 2.73 | 0.00 | 3.27 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.20 | 0.10 | 0.28 |
| RR RET BD | 2.99 | 3.29 | 2.71 | 1.50 | 1.31 | 1.53 | 1.21 | 0.63 | 1.31 | 4.21 | 6.88 | 2.47 | 2.64 | 3.29 | 0.00 | 7.05 | 0.00 | 9.99 | 2.56 | 2.56 | 2.34 | 3.65 | 3.65 | 3.58 |
| SBA | 0.78 | 0.91 | 0.63 | 0.74 | 0.91 | 0.62 | 0.78 | 1.07 | 0.62 | 0.63 | 0.66 | 0.60 | 0.44 | 0.78 | 0.00 | 0.86 | 0.73 | 0.94 | 0.19 | 0.33 | 0.10 | 0.81 | 0.92 | 0.66 |
| SEC | 0.78 | 0.83 | 0.70 | 0.84 | 0.61 | 0.99 | 0.83 | 0.62 | 0.96 | 1.06 | 0.46 | 1.75 | 0.73 | 2.20 | 0.00 | 0.91 | 0.65 | 1.16 | 0.07 | 0.00 | 0.15 | 0.77 | 0.86 | 0.51 |
| SMITH INST | 0.61 | 0.65 | 0.52 | 0.78 | 0.81 | 0.70 | 0.78 | 0.80 | 0.74 | 0.76 | 0.96 | 0.14 | 1.37 | 6.86 | 0.00 | 0.48 | 0.69 | 0.00 | 0.82 | 0.73 | 1.10 | 0.50 | 0.54 | 0.42 |
| SEL SVC | 0.41 | 0.28 | 0.43 | 0.33 | 0.19 | 0.38 | 0.35 | 0.10 | 0.46 | 0.34 | 0.41 | 0.32 | 0.16 | 0.00 | 0.16 | 0.13 | 0.00 | 0.16 | 0.38 | 0.19 | 0.44 | 0.42 | 0.30 | 0.43 |
| STATE/AID | 0.43 | 0.35 | 0.55 | 0.81 | 0.58 | 1.00 | 0.92 | 0.68 | 1.07 | 0.40 | 0.37 | 0.45 | 0.71 | 0.94 | 0.60 | 0.23 | 0.18 | 0.30 | 0.19 | 0.27 | 0.06 | 0.35 | 0.32 | 0.39 |
| ITC | 0.53 | 0.58 | 0.46 | 0.82 | 0.86 | 0.80 | 0.78 | 0.75 | 0.79 | 2.31 | 3.29 | 1.32 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.47 | 0.55 | 0.31 |
| TRANS | 2.55 | 2.84 | 1.18 | 2.98 | 4.01 | 1.18 | 2.63 | 3.73 | 1.18 | 4.25 | 4.82 | 1.26 | 3.52 | 4.11 | 0.95 | 3.47 | 4.10 | 1.17 | 1.34 | 1.63 | 0.24 | 2.54 | 2.77 | 1.23 |
| OFF TELECOM | 0.14 | 0.17 | 0.09 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.15 | 0.19 | 0.10 |
| TREAS | 1.96 | 2.20 | 1.71 | 1.41 | 1.54 | 1.35 | 1.30 | 1.27 | 1.33 | 1.72 | 2.02 | 1.41 | 2.27 | 3.35 | 1.37 | 2.07 | 2.37 | 1.67 | 2.07 | 1.96 | 2.11 | 2.09 | 2.31 | 1.84 |
| VA | 0.45 | 0.46 | 0.45 | 0.35 | 0.35 | 0.36 | 0.34 | 0.32 | 0.35 | 0.36 | 0.37 | 0.34 | 0.83 | 1.09 | 0.53 | 0.55 | 0.61 | 0.47 | 0.08 | 0.06 | 0.09 | 0.50 | 0.51 | 0.50 |

# Table 57: Index of Training Equity by Agency, Minority Group Designation, and Sex, FY 1976

| Agency | Total Employees | | | Total Minority | | | Black | | | Spanish Surnamed | | | American Indian | | | Oriental | | | Unspecified | | | Total Other Employees | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women |
| TOTALS | 1.00 | 1.11 | 0.79 | 0.81 | 0.84 | 0.76 | 0.75 | 0.73 | 0.78 | 0.97 | 1.06 | 0.75 | 0.67 | 0.79 | 0.53 | 1.08 | 1.24 | 0.77 | 0.87 | 0.98 | 0.69 | 1.06 | 1.18 | 0.80 |
| AF | 0.97 | 1.05 | 0.79 | 0.78 | 0.80 | 0.72 | 0.85 | 0.90 | 0.75 | 0.65 | 0.66 | 0.62 | 1.43 | 1.41 | 1.48 | 0.96 | 1.06 | 0.74 | 1.04 | 1.36 | 0.51 | 1.01 | 1.08 | 0.81 |
| AGRIC | 1.03 | 1.10 | 0.84 | 1.34 | 1.40 | 1.23 | 1.09 | 0.92 | 1.31 | 2.12 | 2.44 | 0.93 | 1.10 | 1.14 | 0.99 | 1.05 | 1.07 | 1.00 | 0.76 | 0.80 | 0.67 | 1.03 | 1.11 | 0.80 |
| NAT FOUND ARTS & HUM | 0.16 | 0.08 | 0.36 | 0.51 | 0.34 | 0.71 | 0.60 | 0.44 | 0.78 | 0.17 | 0.14 | 0.23 | 0.00 | 0.00 | 0.00 | 0.36 | 0.00 | 0.65 | 0.18 | 0.06 | 0.32 | 0.12 | 0.07 | 0.28 |
| ARMY | 0.88 | 0.96 | 0.71 | 0.69 | 0.67 | 0.73 | 0.67 | 0.60 | 0.76 | 0.63 | 0.65 | 0.58 | 0.81 | 0.83 | 0.72 | 1.04 | 1.26 | 0.62 | 0.64 | 0.72 | 0.21 | 0.92 | 1.02 | 0.71 |
| PENSION BEN CORP | 0.39 | 0.24 | 0.58 | 0.47 | 0.46 | 0.48 | 0.52 | 0.49 | 0.53 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.48 | 0.31 | 0.65 | 0.26 | 0.14 | 0.55 |
| CAB | 1.01 | 1.06 | 0.93 | 0.88 | 1.17 | 0.68 | 0.94 | 1.28 | 0.73 | 0.26 | 0.41 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1.13 | 1.21 | 1.08 | 1.04 | 1.04 | 1.03 |
| COMMERCE | 0.88 | 0.97 | 0.74 | 1.02 | 0.99 | 1.05 | 1.04 | 1.00 | 1.06 | 0.92 | 1.08 | 0.67 | 1.55 | 0.98 | 3.64 | 0.88 | 0.86 | 0.96 | 0.62 | 0.75 | 0.43 | 0.86 | 0.98 | 0.64 |
| COMMUNITY SVC ADM | 1.24 | 0.89 | 1.60 | 1.51 | 0.86 | 1.91 | 1.49 | 0.66 | 1.95 | 1.54 | 1.44 | 1.63 | 4.05 | 4.39 | 2.33 | 0.55 | 0.69 | 0.49 | 0.40 | 0.08 | 0.83 | 1.03 | 0.96 | 1.16 |
| CSC | 0.54 | 0.57 | 0.53 | 0.62 | 0.64 | 0.61 | 0.59 | 0.58 | 0.59 | 0.63 | 0.61 | 0.64 | 2.23 | 3.81 | 1.17 | 0.97 | 0.89 | 1.01 | 0.43 | 0.51 | 0.32 | 0.52 | 0.55 | 0.50 |
| NAT CREDIT UNION | 0.88 | 1.00 | 0.54 | 0.60 | 0.82 | 0.45 | 0.61 | 0.87 | 0.49 | 0.74 | 0.71 | 0.55 | 0.58 | 0.97 | 0.00 | 0.26 | 0.52 | 0.00 | 0.00 | 0.00 | 0.00 | 0.93 | 1.01 | 0.58 |
| PANAMA CANAL | 1.31 | 1.81 | 0.82 | 1.39 | 2.23 | 0.63 | 1.24 | 2.20 | 0.58 | 1.49 | 2.29 | 0.58 | 1.86 | 0.00 | 1.86 | 0.85 | 1.04 | 0.77 | 0.59 | 0.89 | 0.35 | 1.32 | 1.76 | 0.87 |
| OTHER DEFENSE | 0.84 | 0.97 | 0.59 | 0.62 | 0.69 | 0.54 | 0.53 | 0.54 | 0.51 | 1.08 | 1.20 | 0.71 | 1.07 | 1.21 | 0.83 | 1.41 | 1.66 | 0.88 | 1.34 | 1.95 | 0.71 | 0.89 | 1.03 | 0.62 |
| JUSTICE | 1.75 | 2.18 | 0.90 | 1.78 | 2.64 | 1.03 | 1.30 | 1.60 | 1.12 | 3.27 | 4.56 | 0.70 | 2.96 | 3.43 | 1.72 | 0.78 | 1.05 | 0.51 | 1.79 | 3.99 | 0.12 | 1.74 | 2.10 | 0.85 |
| LABOR | 0.73 | 0.78 | 0.66 | 0.74 | 0.65 | 0.78 | 0.72 | 0.54 | 0.80 | 0.87 | 1.04 | 0.69 | 0.38 | 0.49 | 0.19 | 0.90 | 1.24 | 0.58 | 0.24 | 0.33 | 0.16 | 0.75 | 0.83 | 0.60 |
| FEA | 0.76 | 0.83 | 0.65 | 1.31 | 1.63 | 0.77 | 0.84 | 1.21 | 0.62 | 1.22 | 1.43 | 0.62 | 0.83 | 0.00 | 1.66 | 1.42 | 1.70 | 0.82 | 0.20 | 0.26 | 0.14 | 0.70 | 0.70 | 0.69 |
| EXPORT-IMPORT BANK | 0.52 | 0.58 | 0.47 | 0.34 | 0.15 | 0.49 | 0.38 | 0.17 | 0.54 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.41 | 0.00 | 1.04 | 0.57 | 0.68 | 0.45 |
| EEOC | 0.78 | 0.96 | 0.65 | 0.80 | 0.95 | 0.69 | 0.88 | 1.09 | 0.74 | 0.47 | 0.55 | 0.36 | 0.65 | 1.24 | 0.29 | 0.70 | 0.55 | 0.94 | 0.52 | 0.33 | 0.41 | 0.76 | 0.98 | 0.58 |
| EPA | 2.02 | 1.93 | 2.18 | 2.15 | 1.70 | 2.42 | 2.04 | 1.48 | 2.30 | 2.89 | 2.56 | 3.40 | 4.16 | 4.04 | 5.23 | 2.21 | 1.50 | 3.30 | 0.20 | 0.23 | 0.16 | 2.12 | 2.04 | 2.29 |
| ERDA | 0.60 | 0.58 | 0.65 | 0.60 | 0.51 | 0.71 | 0.67 | 0.51 | 0.77 | 0.46 | 0.39 | 0.60 | 0.76 | 0.94 | 0.44 | 0.80 | 0.90 | 0.62 | 0.23 | 0.20 | 0.25 | 0.61 | 0.59 | 0.64 |
| FCC | 0.75 | 0.86 | 0.59 | 0.65 | 0.73 | 0.60 | 0.61 | 0.71 | 0.55 | 0.88 | 0.25 | 1.62 | 1.72 | 2.45 | 0.62 | 0.99 | 0.96 | 1.06 | 0.78 | 0.66 | 0.99 | 0.78 | 0.90 | 0.55 |
| FDIC | 1.95 | 2.13 | 1.57 | 1.89 | 1.90 | 1.88 | 1.71 | 1.48 | 1.91 | 2.48 | 3.54 | 0.73 | 5.70 | 3.11 | 9.99 | 2.23 | 2.30 | 2.17 | 1.93 | 2.41 | 1.39 | 1.96 | 2.14 | 1.51 |
| FHLBB | 1.07 | 1.14 | 0.91 | 0.87 | 0.92 | 0.85 | 0.98 | 1.08 | 0.93 | 0.57 | 0.65 | 0.00 | 0.00 | 0.00 | 0.00 | 0.18 | 0.31 | 0.00 | 1.16 | 2.35 | 0.56 | 1.10 | 1.15 | 0.96 |
| FARM CREDIT ADMIN | 0.85 | 0.72 | 1.14 | 1.66 | 1.45 | 1.78 | 1.68 | 1.61 | 1.72 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 4.66 | 0.00 | 4.66 | 0.00 | 0.00 | 0.00 | 0.75 | 0.68 | 0.94 |
| FED MED CNCL SVC | 0.31 | 0.17 | 0.62 | 1.17 | 1.22 | 1.13 | 1.17 | 1.09 | 1.23 | 1.76 | 2.93 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1.10 | 0.00 | 1.66 | 0.20 | 0.10 | 0.47 |
| FPC | 0.04 | 0.05 | 0.03 | 0.02 | 0.02 | 0.02 | 0.03 | 0.03 | 0.03 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.02 | 0.04 | 0.00 | 0.05 | 0.06 | 0.03 |
| FTC | 0.57 | 0.43 | 0.75 | 0.81 | 0.61 | 0.92 | 0.84 | 0.66 | 0.92 | 0.66 | 0.42 | 1.07 | 1.55 | 0.00 | 3.11 | 0.37 | 0.34 | 0.48 | 0.54 | 0.37 | 0.65 | 0.47 | 0.39 | 0.62 |
| GSA | 0.58 | 0.55 | 0.65 | 0.42 | 0.35 | 0.52 | 0.41 | 0.34 | 0.51 | 0.54 | 0.45 | 0.79 | 0.38 | 0.40 | 0.32 | 0.51 | 0.52 | 0.49 | 0.51 | 0.68 | 0.72 | 0.69 | 0.66 | 0.76 |

## Table 57 (Contd.)

| | | | | | | | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| NEW | 0.78 | 0.67 | 0.83 | 0.81 | 0.52 | 0.93 | 0.86 | 0.47 | 1.00 | 0.86 | 0.83 | 0.87 | 0.43 | 0.44 | 0.43 | 0.79 | 0.60 | 0.94 | 0.82 | 0.74 | 0.60 | 0.76 | 0.71 | 0.79 |
| HUD | 0.86 | 0.89 | 0.82 | 0.84 | 0.94 | 0.78 | 0.81 | 0.89 | 0.77 | 1.04 | 1.21 | 0.85 | 1.53 | 1.26 | 1.76 | 0.80 | 0.87 | 0.73 | 0.66 | 0.67 | 0.66 | 0.87 | 0.88 | 0.85 |
| USIA | 0.32 | 0.25 | 0.45 | 0.42 | 0.32 | 0.52 | 0.44 | 0.29 | 0.54 | 0.27 | 0.21 | 0.47 | 0.00 | 0.00 | 0.00 | 0.43 | 0.44 | 0.39 | 0.54 | 0.34 | 0.77 | 0.27 | 0.24 | 0.37 |
| ICC | 0.85 | 0.88 | 0.79 | 0.89 | 0.91 | 0.88 | 0.81 | 0.62 | 0.88 | 1.60 | 2.20 | 0.89 | 0.83 | 0.94 | 0.81 | 1.13 | 1.31 | 0.79 | 0.75 | 1.15 | 0.61 | 0.83 | 0.87 | 0.73 |
| IND CLAIMS COMM | 0.01 | 0.02 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.01 | 0.02 | 0.00 |
| INTERIOR | 1.45 | 1.57 | 1.17 | 0.92 | 0.99 | 0.79 | 1.96 | 2.07 | 1.79 | 1.28 | 1.19 | 1.47 | 0.55 | 0.61 | 0.47 | 1.32 | 1.44 | 1.12 | 0.48 | 0.55 | 0.26 | 1.70 | 1.79 | 1.44 |
| JUD BRANCH | 0.17 | 0.15 | 0.20 | 0.22 | 0.12 | 0.28 | 0.25 | 0.14 | 0.30 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.07 | 0.13 | 0.00 | 0.16 | 0.16 | 0.18 |
| ACTION | 1.61 | 1.58 | 1.64 | 1.74 | 1.71 | 1.76 | 1.70 | 1.46 | 1.80 | 2.31 | 3.22 | 0.95 | 1.99 | 1.99 | 0.00 | 1.35 | 0.80 | 1.66 | 0.90 | 0.46 | 1.29 | 1.58 | 1.58 | 1.58 |
| GAO | 1.92 | 1.85 | 2.09 | 2.27 | 2.31 | 2.25 | 2.26 | 2.13 | 2.33 | 1.99 | 2.28 | 1.19 | 0.41 | 0.69 | 0.00 | 3.18 | 3.98 | 1.63 | 2.82 | 3.40 | 2.50 | 1.84 | 1.80 | 1.99 |
| GPO | 0.20 | 0.24 | 0.12 | 0.15 | 0.19 | 0.10 | 0.15 | 0.19 | 0.10 | 0.12 | 0.13 | 0.06 | 0.31 | 0.00 | 0.31 | 0.27 | 0.03 | 0.78 | 0.09 | 0.12 | 0.07 | 0.27 | 0.29 | 0.17 |
| US TAX COURT | 0.11 | 0.04 | 0.16 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.12 | 0.05 | 0.18 |
| FED MARI COMM | 0.72 | 0.61 | 0.95 | 0.44 | 0.30 | 0.58 | 0.46 | 0.29 | 0.59 | 0.28 | 0.33 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.39 | 0.62 | 1.76 | 0.83 | 0.68 | 1.09 |
| NSF | 0.33 | 0.19 | 0.61 | 0.72 | 0.74 | 0.73 | 0.79 | 0.88 | 0.76 | 0.22 | 0.00 | 0.16 | 0.00 | 0.00 | 0.00 | 0.26 | 0.32 | 0.00 | 0.07 | 0.03 | 0.40 | 0.43 | 0.34 | 0.58 |
| NLRB | 0.26 | 0.18 | 0.36 | 0.45 | 0.24 | 0.55 | 0.48 | 0.26 | 0.58 | 0.32 | 0.06 | 0.53 | 0.22 | 0.00 | 0.26 | 0.21 | 0.31 | 0.16 | 0.34 | 0.29 | 0.40 | 0.20 | 0.17 | 0.24 |
| NAT MED BD | 0.11 | 0.07 | 0.13 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.12 | 0.07 | 0.14 |
| NASA | 1.33 | 1.24 | 1.69 | 1.98 | 1.97 | 1.98 | 2.05 | 2.04 | 2.05 | 1.83 | 1.87 | 1.71 | 1.52 | 0.85 | 2.55 | 1.83 | 1.97 | 1.27 | 2.71 | 3.24 | 1.97 | 1.26 | 1.19 | 1.62 |
| NAT CAP PLANNING | 0.27 | 0.28 | 0.25 | 0.35 | 0.00 | 0.55 | 0.38 | 0.00 | 0.55 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.24 | 0.33 | 0.00 |
| NRC | 0.84 | 1.02 | 0.48 | 0.56 | 0.97 | 0.27 | 0.51 | 0.93 | 0.29 | 0.91 | 1.74 | 0.25 | 1.66 | 1.66 | 0.00 | 0.59 | 0.75 | 0.00 | 0.82 | 0.91 | 0.59 | 0.90 | 1.16 | 0.40 |
| NAVY | 0.95 | 1.06 | 0.61 | 0.72 | 0.77 | 0.57 | 0.64 | 0.67 | 0.56 | 0.93 | 0.97 | 0.71 | 0.63 | 0.65 | 0.57 | 1.04 | 1.16 | 0.43 | 0.96 | 1.07 | 0.57 | 1.00 | 1.12 | 0.62 |
| PANAMA CANAL CO | 0.82 | 0.91 | 0.44 | 0.65 | 0.77 | 0.40 | 0.22 | 0.27 | 0.06 | 0.78 | 0.94 | 0.47 | 0.55 | 0.55 | 0.00 | 0.18 | 0.26 | 0.00 | 0.62 | 1.13 | 0.18 | 0.85 | 0.93 | 0.47 |
| RENEGO BD | 0.10 | 0.12 | 0.03 | 0.07 | 0.08 | 0.06 | 0.07 | 0.08 | 0.07 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.11 | 0.12 | 0.00 |
| RICENT COMM | 0.31 | 0.08 | 0.43 | 3.97 | 0.00 | 4.41 | 4.97 | 0.00 | 5.68 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.17 | 0.09 | 0.23 |
| RR RET BD | 1.33 | 1.31 | 1.35 | 1.17 | 0.28 | 1.41 | 1.19 | 0.09 | 1.45 | 0.87 | 2.23 | 0.06 | 0.00 | 0.00 | 0.00 | 1.54 | 0.00 | 2.18 | 0.25 | 0.31 | 0.22 | 1.44 | 1.54 | 1.35 |
| SBA | 0.70 | 0.79 | 0.59 | 0.53 | 0.62 | 0.46 | 0.54 | 0.71 | 0.44 | 0.47 | 0.45 | 0.49 | 0.65 | 1.04 | 0.07 | 0.67 | 0.68 | 0.67 | 0.58 | 0.57 | 0.57 | 0.75 | 0.83 | 0.64 |
| SEC | 0.28 | 0.26 | 0.31 | 0.36 | 0.27 | 0.41 | 0.35 | 0.26 | 0.40 | 0.33 | 0.26 | 0.41 | 0.90 | 2.69 | 0.00 | 0.56 | 0.30 | 0.98 | 0.13 | 0.27 | 0.03 | 0.26 | 0.26 | 0.26 |
| SMITH INST | 0.50 | 0.52 | 0.46 | 0.57 | 0.58 | 0.57 | 0.58 | 0.59 | 0.56 | 0.58 | 0.38 | 1.16 | 0.08 | 0.00 | 0.10 | 0.11 | 0.17 | 0.00 | 0.91 | 1.14 | 0.23 | 0.43 | 0.44 | 0.41 |
| SEL SVC | 0.25 | 0.16 | 0.27 | 0.11 | 0.03 | 0.14 | 0.12 | 0.01 | 0.18 | 0.09 | 0.08 | 0.09 | 0.14 | 0.00 | 0.14 | 0.08 | 0.00 | 0.10 | 0.24 | 0.00 | 0.23 | 0.27 | 0.20 | 0.28 |
| STATE/AID | 0.49 | 0.52 | 0.42 | 0.53 | 0.38 | 0.66 | 0.56 | 0.39 | 0.67 | 0.33 | 0.24 | 0.67 | 0.36 | 0.47 | 0.31 | 0.57 | 0.73 | 0.36 | 0.29 | 0.14 | 0.31 | 0.49 | 0.56 | 0.33 |
| US TARIFF | 0.19 | 0.23 | 0.15 | 0.25 | 0.29 | 0.24 | 0.26 | 0.31 | 0.24 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.07 | 0.26 | 0.00 | 0.19 | 0.23 | 0.12 |
| TRANS | 2.46 | 2.70 | 1.34 | 2.97 | 3.90 | 1.31 | 2.56 | 3.52 | 1.29 | 4.34 | 4.94 | 1.57 | 3.00 | 3.45 | 0.83 | 3.67 | 4.26 | 1.37 | 0.69 | 0.79 | 0.37 | 2.46 | 2.64 | 1.41 |
| OFF TELECOM | 0.13 | 0.12 | 0.15 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.15 | 0.13 | 0.17 |
| TREAS | 1.52 | 1.74 | 1.29 | 1.14 | 1.32 | 1.04 | 1.05 | 1.14 | 1.00 | 1.39 | 1.61 | 1.10 | 1.80 | 2.29 | 1.38 | 1.74 | 1.82 | 1.62 | 1.59 | 3.39 | 1.19 | 1.61 | 1.73 | 1.41 |
| VA | 0.52 | 0.52 | 0.52 | 0.36 | 0.33 | 0.38 | 0.34 | 0.31 | 0.37 | 0.38 | 0.37 | 0.39 | 0.49 | 0.53 | 0.45 | 0.53 | 0.52 | 0.55 | 0.59 | 0.46 | 0.73 | 0.58 | 0.60 | 0.56 |

# Appendix F: Technical Section

**Employee Training in the Federal Service** is presented primarily in terms of pay system and minority group designation. Tables arrayed in these formats reflect "short-term" training. This information results only from the combined use of the CPDF and the Training File. Additional information included in this report results from the Training Bulletin. This section briefly discusses these three sources of information.

## Sources of Data

**CPDF and the Training File.** The combined use of the CPDF and the Training File generated the "short-term" training information which is the focus of this report.

How does it work . . .?

The mechanics of the system are really rather simple . . . agencies submit training records to the Civil Service Commission on a quarterly basis for each instance of training. Each record contains appropriate codes for the nine data representations in addition to the employee's name, social security number, date of birth, and the Submitting Office Number (SON).

These records may be submitted in either of two modes: (1) on forms designed for this purpose (CSC Form 1146 and OF 170) or (2) on punched cards or magnetic tape.

There are two ways in which the data are checked before being entered into the system. The first is a simple edit check for internal consistency to make sure that the data have been entered properly in each of the fields on the form. For example, the cost of training must show a dollar figure. If there is none, the record is rejected.

A second check on the training input actions is the matching of the training record with personnel action records already in the master CPDF file. An input record for a specific instance of training is matched against the appropriate record in the master file by comparing the social security numbers and dates of birth. The system rejects training actions that do not match with the master CPDF records.

Once the training input actions have been checked out as valid, the *Training File* has been created. After which, appropriate demographic data on special population groups in the master CPDF are combined with the data in the Training File. This combination of records is then used to generate training reports.

A simplified diagram on System Operation is provided at the end of this Appendix.

**The Training Bulletin.** This annual reporting requirement generated information which the CPDF/Training File system does not collect.

In addition to information used for other purposes, the Bulletin collects information on (1) long-term training and (2) the salaries and distribution of agency staff personnel who engaged in the conduct of agency training activities.

The table entitled TRAINING EXPENDITURES BY SOURCE OF TRAINING, which is contained in APPENDIX D of this report, shows how the above information was used. This table, moreover, is a combination of the three data sources.

Cost information, for example, takes into consideration a portion of salaries of agency training staffs: the salaries of only full-time instructors and the salaries of all part-time personnel. In this way, the cost of agency-internal training can be brought more in line with the costs of short-term training provided through, in, and by other sources. There are at least two reasons for including these salary additions.

First, it is reasonably valid to assume that instructors will devote their time to instructing or preparing to instruct. Because of this direct relationship to training delivery, their salaries may be defined as a direct cost to agency-internal training activity.

Second, part-time personnel meet a more rigorous criterion. They are defined in terms of man-years of training effort expended. Agencies submit their distribution and salaries under that criterion. Therefore, 100% of their salaries are used in determining agency-internal training costs.

The above two conditions provide known cost information to the Commission.

On the other hand, there is now no way of knowing precisely how much time other full-time personnel devote to agency-internal training activities. Additionally, *course development costs, participan-*

*cost* (i.e., salaries and associated benefits), and *facilities costs* are not provided and, therefore, are not known to the Commission.

Finally, because of the disparity in accounting for training resources consumption that exists among agencies, a complete statement of training costs cannot be provided. We, therefore, have included only those costs about which we are reasonably sure. Admittedly, this is incomplete.

## Derivation of the Equity Index

The *Index of Training Equity* is a way of comparing the amount of training received by groups of Federal Employees. This comparison is used to monitor the distribution of training among those groups.

The Index is a comparison between training hours per employee for the group with training hours per employee, for other groups and for all employees. The comparison is expressed as a decimal. A number less than 1.00 indicates a lower average training time for that group. Conversely, a number greater than 1.00 indicates a higher average training time for the group. A value of 1.00 indicates parity.

The mathematical expression of the Index can take several forms:

$$\text{Index} = \frac{\frac{h}{m}}{\frac{D}{P}} = \frac{Ph}{Dm} = \frac{\frac{h}{D}}{\frac{m}{P}}$$

where: m = the population of the group
h = the duration of the training for the group
P = the number of Federal employees, and
D = the total duration of Federal training.

Indices can be displayed in a variety of ways: for minority groups; for males; for females; for various grade levels; for cost; and for duration. Versions of the Index, using the duration of training as the common denominator, have been provided in the ANALYSIS OF TRAINING ACTIVITIES and in the GRAPHICAL SUMMARY OF AGENCY TRAINING PERFORMANCE sections of this report.

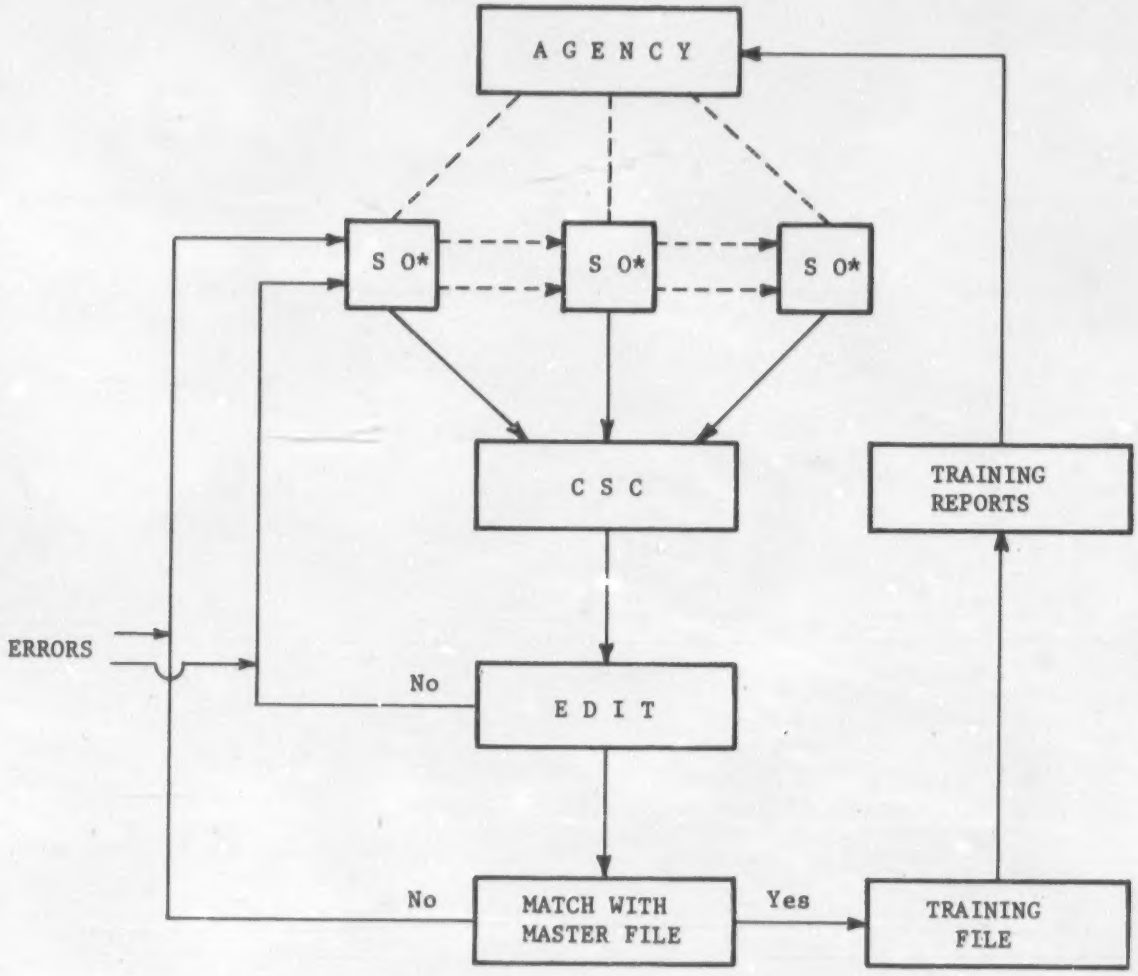
This Index is but one way of looking at training equity. But, it serves as a point of reference as well as a point of departure.

CENTRAL PERSONNEL DATA FILE

and the

TRAINING FILE

System Operation




*The letters SO represent Submitting Offices.



☆ U.S. GOVERNMENT PRINTING OFFICE: 1978 O—247-936